

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

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Europe and high technology back to basics, Page 12

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## World News

### Aquino signs land break-up decree

President Corason Aquino of the Philippines signed a long-awaited and sensitive decree on land reform to permit the break-up of large estates and enable the country's peasant farmers to become landowners, although it did not detail the timing of the break-up. Page 14

### Salvaging the Titanic

A French ship arrived off the coast of Newfoundland to begin salvaging the wreck of the Titanic buried on the ocean floor for 75 years. Negotiations were completed yesterday for the 54-day expedition which will cost \$25m.

### S. Korean floods

More than 100 people were feared dead in South Korea after two days of torrential rain caused floods and landslides.

### Kurdish attack

Suspected Kurdish guerrillas killed six villagers in two separate attacks in south-eastern Turkey. Kurdish rebels have killed about 500 civilians and soldiers since their insurgency in 1984.

### Ugandan round up

A newly formed military police force has begun rounding up off-duty Ugandan soldiers to tighten up discipline and smarten the army's image after accusations of atrocities against civilians.

### Britons hurt in Spain

Twenty-five British holiday-makers were injured in north-east Spain when the coach taking them to the Costa Brava skidded off the road in heavy rain and overturned.

### Direct Action arrest

West German police arrested a suspected member of the French leftwing terrorist group Direct Action who allegedly took part in several of the group's attacks. The 39-year-old French man was seized on a Munich street.

### New York heat

A heat wave broiled the eastern two-thirds of the US yesterday causing record demands for power and at least one death. New York city workers were sent home as temperatures soared to the 90s with high humidity levels.

### Zimbabwe emergency

The Zimbabwe Government has asked parliament to extend a 22-year-old state of emergency for another six months to deal with rebel activity in the southern provinces of Matabeleland and Midlands.

### Turkey drops charges

A Turkish military court has dropped charges against a Jordanian Embassy employee accused of spying for Syria. Mr Adnan Musa Suleiman Amar, a translator, had earlier been acquitted of involvement in the 1985 slaying of a Jordanian diplomat in Ankara.

### Lebanon alliance

A pro-Syrian front grouping 13 Lebanese Muslim and leftwing factions was launched under the banner of Lebanese-Syrian integration at the economic, social, educational, foreign policy, security and defence levels to co-ordinate joint military operations against Israel.

### Soviet prostitution

The Soviet Union has proposed fines of up to 200 roubles (\$310) for convicted street walkers, although prostitution does not officially exist. The proposal is widely seen as recognition that prostitution is a major factor in the spread of AIDS, now acknowledged as a problem in the country.

### Vietnamese refugees

A rescue ship arrived in the French port of Rouen carrying 228 Vietnamese refugees destined for asylum in five European countries under sponsorship from French and West German humanitarian groups.

## Business Summary

### Brussels probing planned BA merger

EC COMMISSION is investigating the proposed merger between British Airways and British Caledonian to see whether the link-up would distort free competition in EC air transport. PAGE 14

SEARS ROEBUCK, world's largest retailer, which has diversified widely into financial services, reported a 37 per cent rise in net income for the June quarter, with all its main businesses pushing ahead. Page 15

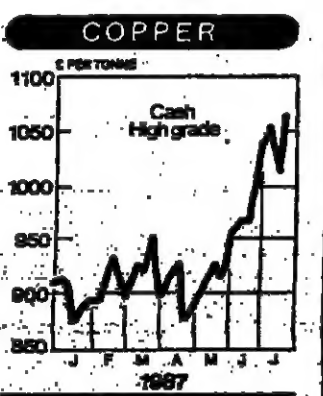
AIR FRANCE, French national airline, plans to open 15 per cent of its capital to the public in a new share issue before the end of this year. Page 16

WALL STREET: The Dow Jones industrial average closed up 2.23 at 2,470.18. Page 38

TOKYO: Selling of high-technology and consumer stocks drove prices sharply lower for the fourth consecutive session. The Nikkei average fell 375.82 to 22,702.74. Page 38

LONDON: News of substantially worse UK current account deficit than had been expected sent equities and gilts into a steep fall. The FT-SE 100 index fell 48 to 2,944.5 and the FT Ordinary index off 38.6 to 1,824.2. Page 38

COPPER: Recent firm tone was agreed to globalise the cash price moved ahead to the highest



closing price for 23 months, gaining 240.30 at 2,085.5 a tonne. The three months position closed with a 237 gain at 2,061.50. Commodities Page 26

GOLD rose \$2.50 on the London bullion market to close at \$345.25 (\$432.25). Page 26

DOLLAR closed in New York at DM 1.9445, FT 1.9455, SFR 1.9455 and ¥152.35. It fell in London to DM 1.9390 (\$1.9355); to SFR 1.9375 (FF 6.2025); to SFR 1.9350 (SFR 1.9450); and to ¥152.30 (¥152.70). On Bank of England figures the dollar exchange rate index rose 0.1 to 104.0. Page 27

STERLING fell in London to £1.3045 (\$1.9400); to DM 2.97 (DM 2.9775); to SFR 9.8225 (FF 9.90); to SFR 2.4625 (SFR 2.47); and to ¥242.75 (¥243.75). The pound's exchange rate index fell 0.3 to 72.6. Sterling closed in New York at £1.307. Page 27

BENNETTON, leading Italian clothing group, has been blocked by the Italian government from acquiring control of Credito Milanese, medium-sized Milan bank. Page 16

MARZOTTO, publicly quoted Italian textile and clothing company based in northeastern Italy, is to pay L.1.68bn (\$125m) to acquire from the ENI state oil and gas subsidiary. Page 18

UNION PACIFIC, major US transportation and resources group, lifted second-quarter operating net earnings from \$110.1m or 65 cents a share to \$143.3m or \$1.25, and said it should achieve strong earnings gain for all 1987. Page 15

FEPCO's second quarter net income rose 37 per cent to \$189m, or 12 cents a share, on a 37 per cent rise in revenues to \$2.8bn, special gains and the benefit of acquisitions. Page 15

CLARENCE GROUP, closely held Bermuda-based insurer, has offered more than \$900m for the Argonaut Group, Los Angeles casualty insurer spun off last year by Telecommunications West conglomerate. Page 12

## Sri Lanka proposes homeland for Tamils

BY MERVYN DE SILVA IN COLOMBO

PRESIDENT JUNIUS JAYAWARDENE of Sri Lanka has proposed the merger of the island's eastern and northern provinces into a semi-autonomous Tamil homeland in a secret memorandum to Mr Rajiv Gandhi, Prime Minister of India. This is the most significant move so far to try to end the ethnic crisis in Sri Lanka. However, it has been put together in the absence of the Sri Lankan Prime Minister, Mr Ranasinghe Premadasa, who is currently in Japan and has been one of the most vociferous critics of both merging the two provinces and of negotiating with India on a matter which he considers to be domestic. The Cabinet is split in two over the proposals. Mr J.N. Dissanayake, the influential Indian High Commissioner in Colombo, returns to the island today with Mr Gandhi's response to the 14-point memorandum from President Jayawardene. An Indian diplomat has also held a secret meeting this week in the northern peninsula of Jaffna with the commander-in-chief of the Tamil Tigers, the guerrilla army fighting for an independent homeland.

for Sri Lanka's minority Tamil population. The Sri Lanka proposals go further than any previous solution towards meeting Tamil demands, largely supported by India. The secret memorandum proposes: ● all parties agree to preserve the territorial integrity of Sri Lanka and its unitary constitution ● the Government recognises the multi-ethnic character of Sri Lanka, the distinctive cultural identity of the Tamil people and their rights in their historic areas of habitation - the closest any government has come to meeting Tamil demands for a "traditional homelands" in the north and east provinces. ● elections before the end of this year for nine provincial councils, each having its own governor, chief minister and board of ministers. Most significantly, the north and east will be combined to count as one province.

● a referendum in the east within 12 months to allow the population - one-third Tamil, one-third Sinhalese, one-third Muslim - to decide whether they want to remain merged with the north. ● the army will be confined to barracks and the Tamil rebel groups will lay down their arms. ● India will patrol the narrow Palk Straits between Sri Lanka and India to stop any influx of arms or armed rebels from Tamil Nadu in southern India, home of 50m Tamils. ● India to deport any Sri Lankan engaged in terrorist activities. ● the 125,000 Sri Lankan refugees in India will return to the island and Sri Lanka will confer citizenship on 100,000 Indian tea planters now classified as stateless. These proposals face a tough passage in Sri Lanka, mainly because the majority Sinhalese population and the opposition leader and former prime minister, Mrs Sirima Bandaranaike, feel they give too much to the Tamils.

But all the Tamil leaders, including those of the Tamil United Liberation Front, the main Tamil Parliamentary party exiled in Madras, have responded positively. A TULF spokesman said the offer to merge the east and north was "a concession of fundamentals and therefore a major breakthrough." The proposals come after four years of insurgency which has claimed more than 6,000 lives as the Tamil guerrillas waged a violent campaign and took complete control of the Jaffna peninsula. The crisis worsened last month when the army launched an offensive against Jaffna and India intervened by dropping relief supplies to the area. The key sticking point in the dispute has always been the Tamil leaders' claim to the eastern province. The Tamils comprise only a third of the population of the eastern province, and although they have lived there for a long time, their traditional areas of habitation do not generally extend more than about six kilometres inland from the coast.



## Thomson of France to buy RCA division from GE

By Paul Betts in Paris

THOMSON, the French nationalised electronics group, is buying the RCA consumer electronics brown goods business from General Electric of the US as part of its continuing strategy to become a world leader in electronic brown goods. The transaction, disclosed last night, will also see General Electric take control of Thomson's medical equipment subsidiary, CGR. The acquisition of the consumer electronics business will virtually double Thomson's annual consumer electronics turnover from Fr 20bn to Fr 40bn (\$3.2bn - \$5.4bn). The move follows Thomson's acquisition last month of Thorn-EMI's Ferguson electronic brown goods business.

The two groups declined to disclose the value of the major transaction which is due to be finalised before the end of this year. However, Thomson is expected to have to pay General Electric a substantial sum since the RCA businesses it is taking over are far larger than the CGR medical equipment business Thomson is selling to General Electric. GE acquired the RCA businesses in 1985 when it took over the RCA conglomerate. GE will also retain a 19.9 per cent stake in the RCA brown goods business including televisions and video cassette recorders which it is selling to Thomson. At the same time, Thomson will also be retaining a similar 19.9 per cent stake in CGR.

The consumer electronic businesses Thomson is buying from RCA currently have annual sales of about Fr 20bn while CGR which is taking over has annual sales of about Fr 4.8bn. The deal will give Thomson major access of the US TV and video cassette recorder market and turn it into one of the world's three largest companies in this sector along with Philips and Matsushita. The GE-RCA consumer electronics businesses have a share of about 22 per cent of the US TV and video cassette recorder market.

The operation reflects the current effort of Mr Alain Gomez, the Thomson chairman, to give Thomson's consumer businesses the critical size to become a world leader in the highly competitive field of electronic brown goods. Thomson's consumer electronic consumer businesses have recently staged a strong financial recovery reporting profits of Fr 800m last year compared with Fr 350m the year before.

## Gorbachev offers to remove nuclear warheads from Asia

BY ROBERT MAUTHNER, DIPLOMATIC CORRESPONDENT, IN LONDON

SOVIET leader Mikhail Gorbachev yesterday appeared to remove one of the last remaining obstacles to a US-Soviet agreement on the elimination of medium-range nuclear warheads by offering to take away all warheads in this category from Soviet Asia as well as from Europe. In an interview with an Indonesian newspaper, editor-in-chief Gorbachev indicated that he was prepared to drop the previous Soviet condition that both superpowers should be allowed to keep 100 warheads on their own soil as part of an agreement to eliminate all intermediate nuclear forces (INF) from Europe. Under the so-called "zero option," endorsed by both the Soviet Union and the US and backed by Washington's NATO allies, all nuclear missiles with a range between 500 and 5,000km would be removed from Europe. The Soviet leader has now agreed to globalise this agreement, in response not only to demands by the US and NATO, but by Japan and other Asian countries which considered the retention of 100 warheads in Soviet Asia as a threat to their security. "In an effort to accommodate the Asian countries," the Soviet Union is prepared to agree to eliminate all of its medium-range nuclear missiles from the country as well. In other words, we will proceed from the concept of a "global double zero."



re, Mr Gorbachev said in the interview. The Soviet leader's statement, which was announced on Moscow television as well as by the Soviet news agency Tass, was couched in particularly conciliatory terms. He said the offer would not be linked, as it has been up to now, with the withdrawal by the US of its nuclear weapons from South Korea, the Philippines and the Indian Ocean base of Diego Garcia. Mr Gorbachev expressed the hope, however, that the US nuclear presence "will at least not grow." The US and Soviet arms negotiators will meet this afternoon in Geneva in a special plenary session requested by the Soviet delegation, probably to discuss the new Soviet proposals. Though representing a big step forward in the efforts by the superpowers to achieve an INF agreement by the autumn, Mr Gorbachev's latest offer does not by any means remove all the obstacles to a deal. One of the main remaining disagreements between the two sides is over the treatment to be accorded to the 72 Pershing 1A missiles with a range of 720km, based on West German soil, which the US wants to exclude from an INF agreement, but which Moscow has so far insisted must be included. Washington, with the support of its NATO allies, has always argued that these missiles do not fall within the ambit of a superpower deal because they are the property of the West German Government, though their warheads are under US control. Now it is entirely clear how much progress has been made in the Geneva arms negotiations on mutually acceptable verification procedures, to which the US has always attached exceptional importance. What is certain, however, is that Mr Gorbachev's "global double zero" offer will make it considerably easier to find a solution to this issue. It was the continued existence of 100 warheads in Soviet Asia which presented the negotiators with a particularly difficult verification problem.

UK defence budget, page 8

## US Gulf convoy sails safely towards Kuwait

BY ANDREW WHITLEY IN KUWAIT

The US naval convoy protecting two former Kuwaiti tankers from attack by Iran, was deep inside the Gulf last night, having passed without challenge through the narrow Strait of Hormuz, not far from the Iranian coast. At their present speed of a steady 15 miles an hour the two reflagged vessels - the Brigantine and the Gas Prince - could arrive in Kuwait tonight. After loading they will immediately begin the more hazardous return run to the open sea. The escort operation formally began at about 8am when the enormous Bridgeton, one of a drying breed of supertankers, moved from its moorings off the rocky coast of Fujairah and headed slowly towards the Strait. The smaller Gas Prince followed in its wake. After a foggy dawn, the temperature rose rapidly towards 120 degrees. This is the hottest time of year in the Gulf, and even those with the longest memories are saying it has been an exceptionally testing summer. Forming up with two US guided missile frigates ahead and two astern, riding shotgun, the convoy rounded Oman's barren Musandam Peninsula about midday. Staying in the normal shipping channel in Omani waters, shipping sources in the lower Gulf said the passage was uneventful. Unlike the two previous days, when Iranian warships called up by radio over a dozen merchant vessels in the Strait, there was an uncharacteristic silence yesterday as the six-ship convoy overcame its first hurdle. "They seem to be keeping their heads down today," an experienced observer commented. Initially, there was uncertainty over the convoy's intended route once it entered the Gulf. First reports said it was sailing defiantly along the shortest middle route, offering itself as a tempting target to the Iranian forces at the nearby major air and naval base of Bandar Abbas. But later it became clear that the tankers and their escorts had swung southwards, to hug the United Arab Emirates coast. France and Iran near accord, Page 2; Background, Page 3

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President Estenssoro's experiment in neo-liberal economics has been traumatic. Page 14



## Britain expected to oppose EC steel output levies

**Mr Kenneth Clarke, the UK Industry Minister, is likely to take a tough stance against the package when his EC counterparts meet to debate the steel industry's future in September. UK officials do not see why a profitable British Steel should help finance closures in**

cation into the Jet thermonuclear fusion scheme. Also proposed yesterday were Ecu 20m for the Delta technology training project, Ecu 60m for Drive, a road safety research scheme, Ecu 20m for Aim, a medical information project, Ecu 60m for the Britte industrial technology investigation, Ecu 10m for nuclear safety and Ecu 30m to encourage co-operation between EC research workers.

**critical line.**  
Mr Karl Heinz Narjes the Commissioner responsible for the scheme, warned yesterday that the closures now needed would create far more serious local social problems than was the case with the 32m tonnes of closures made since 1980. The Commission is planning

This is good news for most

consultations with the indus-

Under the scheme, 30 per cent of the production levy would contribute to the social costs of restructuring, while the rest would go as a closure incentive—of possibly Ecu 100 per tonne of capacity shut down. Commission officials stress

Also announced yesterday was an Ecu 390m fund for job creation and infrastructure in steel closure areas. On top of this Mr Narjes is hoping to persuade member states to transfer up to Ecu 100m for the steel scheme from the EC's general budget, a repeat of a request which member states have already refused.

As a further encouragement to closures, the Commission is considering increasing the prices at which quotas can be sold above the Ecu 270 per tonne of hot rolled coil capacity proposed by Eurofer, the group of major integrated steel

## Glasnost

Nor will Goskino continue to finance the studios. That will be up to the regional studios themselves which will be responsible for their own accounting and finances. "If you make a bad film, there'll be no profit and a film studio could go bankrupt. The reforms are designed to encourage gifted people and get rid of the dead wood," Mr. Abuladse said.

Prime Minister, Mr. Karoly Grosz, was chosen, along with a new party official responsible for economic policy, Mr. Miklos Nemeth. He said those officials who understood the new economic reforms and were ready to implement them should continue in their posts. "Those who do not should be replaced."

Following a brief cabinet meeting two days after the election, the Government indicated it would give high priority to altering the capital

Following a brief cabinet meeting two days after the election, the Government indicated it would give high priority to altering the capital

It is, he admits, "difficult for a public servant to say 'no' when called upon to perform a

"My personal history makes it quite clear that to be appointed a minister meant that people surely recognised that what happened to me in 1972

ough as a "technical" minister and he looked forward to returning to his old job at the Treasury before the end of the summer.

But he has made rather more

## Austria looks for traffic solution

This traffic is a serious problem, especially during the summer season. The area around Wipptal, south of Innsbruck near the Brenner Pass and at the base of the Austrian Alps,

figures for May. Even if the current account continues to disappoint, there should be no returning to a system of direct controls except in very exceptional circumstances.

biggest setback for the PSOM since it came to power in 1982, an alternative party coalition has come no closer into view. New parliaments were elected

Fernandez Ordonez, the Spanish Foreign Minister: "We are having talks on how Spain fits into Nato without being part of the military command structure."

Spain voted in a referendum to remain in the

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... products they are producing... capacity installed in Japan... in the two or three basic... machines is such as to satisfy... all world demand. If they attack... they did in the past as... reprints, master copies, and com...

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## WORLD TRADE NEWS

## Toshiba chases Pentagon order

By Ian Rodger in Tokyo

TOSHIBA, the Japanese electronics group under the threat of a ban of its products from the US, is to submit a final tender for a US Defence Department order for \$100m worth of laptop computers.

Mr Joichi Aoi, Toshiba President, said last week that the company was hesitating about making a bid because of the sensitive situation in the US. The US Administration and Congress have been offended by the sale by a Toshiba subsidiary of sophisticated machine tools to the Soviet Union which may have been used to make quieter submarine propellers.

## Computers

Initiatives have been launched aimed at preventing the company from tendering for the Pentagon computer contract and from selling any of its products in the US.

Mr Aoi said the company was also hesitating because it would have to manufacture the computers in the US if it won the contract.

This is because in April the US imposed 100 per cent punitive tariffs on a wide range of Japanese electronic goods, including personal computers, in retaliation for Japan's alleged failure to abide by a bilateral agreement on semiconductor trade.

## Equipment

Toshiba said yesterday that if it won the order, it would make the computers in its California plant, opened earlier this year.

The bid by Matsushita Electric Industrial of Japan to export consumer electrical manufacturing equipment to the Soviet Union appears to have little chance of success, Reuters reports from Tokyo.

Talks between the company and Soviet officials have centred on the sale of equipment for making such items as VCRs, refrigerators and nickel-cadmium batteries, Matsushita said.

The company said the negotiations have been called off because of the Soviet Union's lack of foreign exchange. Their apparent failure, the company added, was not related to the recent row over illegal exports to the Soviet Union by Toshiba Machine Co.

Trade bill will now move to a House-Senate conference committee, Nancy Dunne reports

## Congress faces toughest challenge in years

PASSAGE through the US Senate of the trade bill by an overwhelming majority (71 to 27) means attention will now shift to a House-Senate conference committee, where Congress will face its most complicated procedural challenge in years.

The huge, potentially destabilising, largely differing bills passed by the two houses were created by 11 House and nine Senate committees.

Members representing each committee will be appointed to serve in the conference, and although the procedures have not yet been decided, the members may well be subdivided into smaller groups to negotiate differences in various sections of the bills.

Work is not likely to begin until the end of the month, and may even be delayed until after the summer, scheduled to run from August 5 to September 8. During the summer, congressional aides will have the unenviable task of laying the groundwork for the reconciliation of the two bills.

At some point, the White House will enter the bargaining, in the hope of finding provisions it finds most objectionable. Neither bill can be said to be more "pro-

tectionist" than the other.

The House version is seen as more restrictive in its provisions, tightening up dumping and countervailing duty statutes. The Senate bill, passed on Tuesday, is tougher on enforcement, giving temporary protection from imports and no negotiations. The White House ideal will be to get agreement on the weakest provisions in each bill.

Topping the "veto-bait" list is the House-passed amendment sponsored by Congressman Richard Gephardt as a launch pad for his presidential campaign. The measure would require the Administration to negotiate with countries found to have excess and unwarranted "trade surpluses" — principally Japan — and if the balance is not redressed, the Administration would have to act unilaterally to limit the country's exports.

Although the provision is deemed to be wildly protectionist, it gives the Administration an escape hatch so large that it need never be employed. The President is permitted to waive retaliation if it is not in the US economic interest to act.

The Senate, although just as avowedly determined as the House "to enhance US competitiveness," passed a provision



Mr. Dan Rostenkowski



Mr. Richard Gephardt

seen as more "moderate." It would require the President to determine which countries have a "consistent pattern of trade barriers" against the US, and then negotiate with those countries to reduce the barriers. Should negotiations then fail, the President would be required to retaliate, but he is given wider discretion by the Senate than the House in his response.

It is not clear whether the Senate version would court a veto, although the White House has hinted that it would. The Administration, however, has

other complaints about the Senate bill. It is objecting, as is the business community, to a union-backed provision, which would require companies to give 60 days notice to their employees when they are planning layoffs or shutdowns.

The White House would have been happier if control of the trade legislation had been retained by Senator Lloyd Bentsen, and Congressman Dan Rostenkowski, who head the committees which have primary responsibility for trade. Both are seen as pragmatic moder-

ates, who would compromise to get a bill passed.

However, the bad news for the Administration is that the unwieldy legislation is clearly beyond the chairman's jurisdiction with provisions bearing on education, labour, investment, banking, education, and foreign policy. Thus, the shape of the final package has fallen into the more combative hands of Congressman Jim Wright, the House Speaker, and Senator Robert Byrd, the Senate majority leader.

Much is at stake in the dozens of proposals passed: a mechanism to buy up Third World debt, a tightening of antidumping and subsidy provisions, revocations for six months of trade preferences for Romania and Angola; foreign disclosure requirements; limits on US support for certain loans from the international development banks.

President Reagan's trade policy rests on liberalisation. It was to be achieved through the new round of multilateral talks now underway in the General Agreement for Tariffs and Trade. However, the future of these negotiations may well depend on the outcome of the legislation.

The House bill gives the

Administration the mandate it needs to conduct the talks and a "fast-track" procedure to obtain Congressional approval of the final result. The Senate, in response to calls for limiting the President's authority, laid out a procedure for revoking the "fast-track" and failed to give the president the delegation of authority granted in the Tokyo round to negotiate tariff reductions without Congressional approval.

If the President vetoes the bill, he could face the crushing defeat of an override. The Democrats have a large House majority, and it is unlikely to be stopped there. The bill passed in the Senate by four more votes than were needed to override a veto, and two Democrats were absent.

President Reagan can wait until next year to seek negotiating authority, but he will be facing the same Democratic Congress which is unlikely to give it to him as a farewell present in his last year in office. The failure of the US Government to obtain a strong mandate to negotiate could slow the momentum of the new trade round and hinder the hope of solving many of the trade conflicts which have so inflamed Congress.

## Japan fears China may halt rare earth talks

JAPANESE importers are becoming increasingly concerned that China may stop new trade talks on rare earths, a possible attempt to increase prices, Reuters reports from Tokyo.

Yttrium, one of the elements rare earths are used in the development of superconductors, Japanese industry officials said.

Japanese imports of rare earths from China are estimated at \$500-\$600 million a year, 70 per cent of total imports. The chemicals contained in the earth are used to make colour TV sets, printers and high technology.

China accounts for some 90 per cent of Japan's imports of yttrium, estimated at 400-500 tonnes annually.

The officials said if new trade talks were suspended, it would affect the production of high-technology products and the development of superconductors.

They added that China had been trying to consolidate its export negotiations. These at present are conducted through various Chinese government and provincial corporations which have individual export contracts with Japanese.

## Taiwan to buy six Boeing superjets

Boeing Commercial Airplane Co., a unit of Boeing of the US, said yesterday that China Airlines will buy six advanced technology Boeing 747-400 superjets in an order valued at about \$1bn (\$875m), AP-DJ reports from Washington.

China Airlines, with headquarters in Taiwan, is the national carrier of the Republic of China.

Boeing said the contract will be finalised by September 30 and the carrier will receive its first two aircraft in the fourth quarter of 1989.

## Alcatel contract

Alcatel-Faltescor Hertz, a subsidiary of Alcatel NV, has won a \$11m (\$1.1m) contract to supply telephone links between six Caribbean islands, the company said yesterday, Reuters reports from Paris.

## Senate and House provisions

MAJOR provisions of the Trade Bills approved by the Senate and the House:

**Import relief:** Senate Bill requires the President to impose import curbs recommended by International Trade Commission to aid troubled industries unless they would create hardship for farmers or the poor.

**House bill transfers decision-making authority over restraints from the President to US Trade Representative.** He would be required to act on ITC recommendations unless economic costs would outweigh benefits.

**Retaliation:** Senate Bill requires US Trade Representative to pinpoint countries with "a consistent pattern" of trade abuses and calls for retaliation if these are not removed. Action is mandatory if practice violates an international agreement.

**House bill requires dollar-for-dollar retaliation at a rate of 10**

per cent a year, to reduce surpluses created by unfair trade practices, if talks fail.

**Unfair trade practices:** Both bills expand definition of unfair trade practices to include foreign government industry targeting of US market sectors and worker rights violations, such as bans on unions.

**Trade adjustment aid:** Expands federal aid to workers left jobless by import competition and requires they remain in order to obtain aid.

**Would be financed through import fee of 0.1 per cent.** House bill includes incentive programme to encourage retraining. Requires beneficiaries to refrain if plant closed permanently. Financed through import relief and other revenues.

**Agricultural subsidies:** Both bills would increase funding for Export Enhancement Programme, which provides sub-

sidies to spur exports. Senate bill would enlarge sugar tariff rebates, and end marketing agreements for wheat, corn and soybean producers if global trade talks fail to reduce farm subsidies.

**Foreign investment disclosure:** House bill requires disclosure of significant foreign investment in US. No Senate counterpart.

**Plant closings:** Senate bill requires companies to provide employees with 60-day notice of closures and mass layoffs. No House counterpart.

**Windfall profits:** Senate bill repeals 1980 windfall profits tax aimed at oil earnings in the 1970s. No House counterpart.

**Toshiba ban:** Senate bill bans for two to five years imports from Toshiba of Japan and Norvold because of sales to Soviet Union. No House counterpart.

## EC warns on protectionism

BY TIM DICKSON IN BRUSSELS

THE European Community yesterday warned the US Congress to consider the consequences of "protectionist measures." The EC's concern over the effect of any US trade legislation was mirrored in Asia where countries were worried at the possible loss of exports and jobs.

Mr Willy de Clercq, the EC's External Relations Commissioner, said in Brussels that he hoped that when the two houses of the Congress next meet, they will "take into account the real worries expressed by America's trading partners and by the Administration itself."

Officials at the European Commission showed little surprise at the large majority in favour of a bill which Mr de Clercq said "unilaterally reinforces the range of measures defending the commercial interests of the US... and introduces some new notions such as sectoral recipro-

city which go against the rules of the GATT." Mr de Clercq said that without a change of heart by Congress, the Community was counting "on the firmness of the Administration as indicated several times by President Reagan to use his veto."

"Any overtly protectionist legislation would be a grave blow to the whole multilateral trading system and would threaten the current Uruguay Round negotiations. In the end it would force America's trading partners to take similar measures."

Asia nations labelled the bill as protectionist and hinted at retaliation if it became law, Agencies report.

Japan's Prime Minister Mr Yasuhiro Nakasone said he was concerned that President Reagan might not have enough support in Congress to sustain a veto.

viewed with deep apprehension by the Japanese Government, Japan's Foreign Minister, Mr Tadaaki Kurumara, said.

A senior Foreign Ministry official said Japan was disappointed that Congress had failed to recognise the progress Tokyo had made in opening up markets.

"It is regrettable indeed that the Senate has seen fit to pass such a clearly protectionist piece of legislation," Japan's Trade Minister, Mr Hajime Tamura, said.

The Taiwan Footwear Manufacturers Association, a major exporter to the US, was more explicit. "It is a killer bill and we don't like it," he said.

"It is the worst trade bill I have seen," a Korea Foreign Trade Association official declared. "It will damage the principle of international free trade and it could cause a trade war."

## Annual inflation rate in US rises to 5.1%

BY STEWART FLEMING, US EDITOR, IN WASHINGTON

CONSUMER prices in the US rose at an annual rate of 4.3 per cent in June, bringing the pace of inflation in the first six months of 1987 to an annual rate of 5.1 per cent, the Commerce Department reported yesterday.

The increase in prices is the steepest since the 6 per cent rise in the first half of 1982 when tight monetary policies and recession were curbing the intense inflationary pressures which built up in the second half of the 1970s.

Last year, under the influence of falling oil prices and the earlier strength of the dollar, consumer prices rose by 1.1 per cent.

But this year consumer price inflation has accelerated with energy prices rising at an annual rate of 16.7 per cent in the first half of this year, food prices inching up and price increases on imports stemming from the sharp decline in the dollar feeding through into the economy.

The 0.4 per cent rise in the consumer price index in June was led by a 0.7 per cent increase in food prices, and a further 1.5 per cent increase in energy costs, components which account for three-fifths of the total price index. Excluding food and energy, the increase

was a modest 0.2 per cent.

On Wall Street the financial markets were reassured by the report. Rumours on Monday afternoon that the increase would be 0.9 per cent knocked the prices of fixed interest securities sharply lower.

Earlier this year fears that inflation would accelerate sharply in 1987 were worrying investors in dollar securities. But in recent weeks these concerns have faded and it is now widely anticipated that inflation will run at about 4 to 4.5 per cent.

There is considerable nervousness, however, about the possibility that price pressures will be more intense than this and that this level of inflation could begin to accelerate a rise in inflationary expectations and become embedded in wage settlements. Economists will be watching the wage talks in the car industry this summer as a test case as to whether this is happening.

Many economists expect that after the 5 per cent increase in the first half of the year the pace of inflation will slow to nearer 4 per cent in the second half of the year. They argue that the food and energy price increases which have driven the increase so far will moderate.

## Shultz set to give testimony

MR GEORGE Shultz, US Secretary of State, faces stiff questioning by Congress on why he distanced himself from covert Iran-Contra policy decisions, Reuters reports from Washington.

His evidence, scheduled for today, comes amid signs of mounting frustration among members of the Congressional committees and of Congress at the failure after nine weeks of hearings to get to the truth of who was responsible for the sale of US arms to Iran and the diversion of funds to the Contras.

Byrd complained yesterday of "an epidemic of amnesia" by Administration officials. His remarks followed comments earlier in the week by Senator Daniel Inouye, co-chairman of the committee, that he had reluctantly concluded that the truth would never be known.

Mr Shultz says he was ignorant of many key decisions behind the policy. This also stance by President Ronald Reagan's top foreign policy adviser has puzzled many of the 26 members of the committee and angered conservatives who called for Mr Shultz's resignation when the affair became public last November.

## US 'has lost will to send people into space'

By Peter Marsh

The US space industry has over-reacted to the Challenger space accident by placing too much emphasis on safety and has lost the will to send people into space, the latest edition of Jane's Spaceflight Directory says.

The "safety first" attitudes of the US to putting people into space are criticised in the edition director, which hints that the space shuttle fleet, grounded after last year's Challenger accident, may not fly again until after 1990.

Following the disaster, which killed seven people, the National Aeronautics and Space Administration is redesigning the strap-on boosters in the remaining three vehicles in the fleet. The official date for the next launch is mid-1988, though many observers have speculated that the lay-off might last much longer.

In a hard-hitting foreword to this year's edition, Mr Reginald Turnbull, the book's editor, suggests that the long stoppage might not strictly be necessary. "With more stringent safety rules, the shuttle need never have stopped flying while improvements were made."

Mr Turnbull says: "NASA has lost the will to fly men in space. Only those executives emphasising the conservative approach and 'safety must come first' find favour in the hierarchy."

The editor, a long-standing and combative commentator on space technology, does not dissent from the view that the Challenger accident was a tragedy. But he believes NASA has begun to lose sight of the main purpose of its space programme.

Another effect has been to make the US less willing to take a long-term view of partnerships. "It is the unnecessary sense of national humiliation over an accident that should have been accepted as the unfortunate but inevitable price of leadership that has driven the US into a sordid period of nationalism," writes Mr Turnbull.

Mr Turnbull says Western nations should pause to learn something from the efforts in space of the Soviet Union.

Jane's Spaceflight Directory 1987, edited by Reginald Turnbull, Jane's Publishing Company, 228, City Road, London EC1Y 2PU, £57.

## AMERICAN NEWS

## La Paz negotiates \$150m facility with IMF team

BY ROBERT GRAHAM, LATIN AMERICAN EDITOR, IN LA PAZ

BOLIVIA is seeking a \$150m extended fund facility from the International Monetary Fund. An IMF team has been in La Paz monitoring the performance of the Bolivian economy and discussing the country's financial needs, following the announcement two weeks ago of a three-year programme to reactivate the economy.

The Fund's facility is expected to cover the same three-year period of the

reactivation programme. But it will be additional to the \$150m envisaged necessary to carry out the programme. The latter funds will come principally from the World Bank, Inter-American Development Bank, and bilateral agreements.

The Fund has been called in because of the country's precarious balance-of-payments position, due to the collapse in the price of tin and a dispute with Argentina over gas sales that have

caused a sharp drop in foreign exchange earnings. Minerals and gas exports account for 85 per cent of Bolivia's legal \$450m hard currency earnings.

Fund officials are reported to be impressed by Bolivia's success in bringing down inflation to a current annual rate of 12.7 per cent from 24,000 per cent in 1985.

According to Fund estimates, the Bolivian economy will grow 2.2 per cent this year—the first post-

recession growth in six years. Once Bolivia has concluded negotiations with the Fund, it is expected to begin talks with the Paris Club on rescheduling its bilateral debt. Bolivia's total foreign debt is \$3.7bn, of which the bilateral debt totals some \$1.5bn.

The Bolivian Government is anxious to involve the Fund as much as possible as a means of reassuring international creditors. The Fund has recently agreed to supervise a special fund

account, to be set up this year, to receive monies which foreign governments are due to give Bolivia in the form of aid to purchase at a discount up to \$900m of its debt to banks.

This arrangement is a novel procedure in the attempts to solve the Latin American debt crisis. Bolivian officials say that the foreign governments involved in giving Bolivia funds to purchase its debt are insisting on anonymity for the time being.

Peter Ford on how Panama is dealing with pressures for reform

## Noriega digs in against opposition

AFTER NEARLY six weeks of waving white handkerchiefs, banging on pots and pans, and honking their car horns, Panamanian protesters appeared to be running out of steam.

But the target of their demonstrations, military strongman General Manuel Noriega, has shown no signs of budging, and leaders of the anti-government "civil crusade" seem at a loss as to what to do next.

"People are tired" of demonstrating daily, acknowledges Mr Aurelio Barria, president of the Chamber of Commerce, which has spearheaded the opposition campaign.

And while the "crusade" has called a general strike next week, its chances of success look slim. "You don't get co-operation from businessmen and industrialists for long strikes," laments one major employer, "because you have to pay salaries, and with no income you break your cash flow."

If the opposition is to capitalise on the widespread show of discontent with the Government that it has revealed, negotiations would seem to be in order.

Business leaders at the head of the protests, however, steadfastly insist that they will settle only for General Noriega's departure, and an independent inquiry into allegations against him for murder, electoral fraud and corruption.

The five opposition parties, all professing varying degrees of con-

servation, are still calling for nothing less than an entirely new government.

Bitterness runs deep through the anti-Noriega forces, especially since police forcibly broke up their attempted mass rally 10 days ago.

Though the riot police behaved with restraint by Central American standards, their use of shotguns and tear gas to disperse protesters was almost unprecedented here.

And stories by subsequently released detainees of brutal treatment at the hands of prison guards have horrified many Panamanians.

The Catholic Church described the conditions under which arrested demonstrators were kept as "immoral and inhuman," and President Eric Arturo Delvalle has asked General Noriega for an investigation into tales of beatings, mass rapes and psychological torture.

Where this all leaves Panama's political future, however, remains unclear.

The government has said repeatedly that General Noriega's resignation is not negotiable. But spokesmen have raised the possibility of talks about judicial and electoral reform to give the opposition a fair chance at elections due in 1989.

The US, watchdog of its interests in the Panama Canal, and the Army Southern Command also appear to favour a negotiated solution to the stalemate.

Deputy Assistant Secretary of State, Mr William Walker, was in



Panama last week, sounding out government and opposition leaders.

list members of the ruling "Revolutionary Democratic Party" (PRD) are keen to see a change in economic policy emerge from the crisis.

Delvalle's Government, still in the midst of a World Bank structural adjustment loan, has been pursuing a austere economic line, which has lost the PRD much popular support.

It could well be, say some observers here, that the businessmen behind the protests will find they share a common interest with President Delvalle in staving off leftist pressure, and thus submit to negotiations to end the deadlock.

While General Noriega's position appears off the agenda for the time being, the possibility that he might bow out after a decent interval has elapsed, and before the next election, is being widely canvassed.

At the moment "crusade" leaders say they will not negotiate with General Noriega, and they are equally adamant that talks with President Delvalle would be useless, because they regard him as the general's puppet.

But if the opposition is to salvage anything from its faltering campaign, and if Washington does indeed seek to broker a rapprochement, negotiations seem to be the only way out of the crisis.

"People here have the feeling," says an opposition political leader, "with a note of resignation in his voice, 'that things will go as the Americans wish them to go'."

## US marine espionage hearing opens

MARINE SGT. Clayton Lonetree's court martial on espionage and other charges began on Wednesday with a defence lawyer asking the judge if he harbours prejudices against American Indians. AP reports from Quantico, Virginia.

Sgt. Lonetree, 25, an Indian and former guard at US embassies in Moscow and Vienna, faces 13 charges alleging he provided blueprints, floor plans and knowledge about embassy office assignments to Soviet agents.

The first marine ever to face trial on espionage charges, he is also accused of giving the identities of US intelligence agents to the Soviets.

The start of the proceeding was delayed about 30 minutes by a power failure and to await the arrival of Sgt. Lonetree's mother.

Defence lawyer Mr Michael F. Roberts asked Navy Capt Philip F. Roberts, the presiding judge, about his youth in South Dakota, which has several major Indian reservations. Mr Roberts said there was no major concentration of Indians in the area of the state where he lived, and assured Mr Shufthart he is not biased.

Fellow defence lawyer Mr William Kunster asked Mr Roberts if he had any prejudices against him because of his notoriety, to which the judge said no.

Outside the courtroom, Mr Kunster said that the Government's case is based entirely on a statement Sgt. Lonetree made to the Naval Investigative Service.

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## UK NEWS

# Court lifts injunctions on spy book material

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

THE LAW would be made an ass if British newspapers continued to be barred from publishing extracts from the book *Spycatcher*, the memoirs of Mr Peter Wright, a former HMIS counter-intelligence officer, now that the whole book had been published in the US, a High Court judge said in London yesterday.

Sir Nicolas Browne-Wilkinson, the Vice-Chancellor, lifted temporary injunctions made last July against the *Guardian* and *Observer* newspapers and refused to grant the Attorney-General, Sir Patrick Mayhew, QC, an injunction against the *Sunday Times*.

The Attorney-General will challenge the ruling in the Court of Appeal today. Sir John Donaldson, the Master of the Rolls (head of the

Court of Appeal's civil division), said yesterday that the appeal court would, if possible, give its decision tomorrow.

His ruling should not be regarded as a charter for other members of the security services who might be thinking of publishing their memoirs, he added. He did not underestimate the seriousness of Mr Wright's breach of his admitted duty of confidentiality, which the Government alleged might greatly prejudice the efficiency of the security service; nor did he criticise the seriousness with which the Government had pursued the case.

There seems to be temptation to treat this case as an 'unreasonable pursuit' by the Government of its

reasonable ends. That is not a view I share.

Sir Nicolas said that articles in the *Guardian* and *Observer* newspapers last year had been "the first breach in the security wall." Since then, however, the position had altered radically. Wright material had been extensively published by newspapers in the US and Australia as well as in other English papers.

Sir Nicolas suggested that the Government should follow the US system of allowing ex-secret service officers to write their memoirs and have them vetted to remove sensitive information. That, he said, would be enforceable in the US and would close "the American route" used by Mr Wright to evade the Government's blanket ban.

# Markets jolted by jump in trade deficit

BY PHILIP STEPHENS AND JANET BUSH

A SHARP increase in Britain's trade deficit during May gave a further jolt to London's financial markets yesterday, bringing heavy losses for the pound and for government bond and equity prices.

The Department of Trade and Industry said that Britain's visible trade showed a deficit of £1.16bn (\$1.84bn) in May, more than twice the level seen the previous month. The figure reflected a steep rise in imports in response to buoyant demand in the economy and a weakening in industry's export performance.

In the City of London the news, which followed figures earlier this week showing a renewed surge in bank credit and in consumer spending, was seen as further evidence that the recent strong growth in the economy may be unsustainable.

Financial markets have been unsettled since last month's general election by fears that, after strong output gains since last autumn, industry may run into capacity constraints, leaving imports to fill the gap.

The evidence of such constraints is far from overwhelming, but there was speculation yesterday that unless the outlook improves over coming months the authorities may have to dampen demand by raising interest rates.

The message from government circles, however, was that although there are some signs that rising retail spending is now pulling in more imports, it is too far too early to conclude that there has been a significant deterioration in the trade position.

Monthly trade figures are fre-

quently erratic and officials pointed to the marked improvement in trade performance which followed a similar set of bad figures last August.

The Bank of England has now ruled out any further reduction in interest rates in the foreseeable future, but there has been no official indication that the authorities are considering an early rise in borrowing costs.

The May trade deficit was only partially offset by an estimated £800m surplus on Britain's invisible trade, covering areas such as shipping, insurance and tourism. The resulting £561m deficit on the current account was the first this year.

Officials acknowledged some concern over the trend in exports. Excluding oil and erratic items, the volume of exports fell by 4 per cent over the three months to May compared with the previous three months, although it is still 8 per cent higher than a year earlier. Exports to the US have been particularly weak in recent months.

Non-oil imports have been relatively flat for most of the year, but surged by around 10 per cent in May, with the increase concentrated in the consumer goods sector. Although imports of intermediate and semi-finished goods have also been strong, there has been a fall in the volume of capital goods imports, suggesting that industrial investment may still be relatively weak.

Publication of the figures brought a sharp rise in UK Government bond yields to their highest level since around the end of February, before the market's sustained pre-election rally began.

# Post Office chief to stand down

BY DAVID THOMAS

THE GOVERNMENT is looking outside the Post Office for a successor to Sir Ron Dearing who yesterday made the unexpected announcement that he would be resigning as chairman of the corporation at the end of September.

However, ministers do not appear to be considering a radically different remit for his successor. This partly reflects widespread praise for Sir Ron's six-year stint as chairman, when the corporation has been consistently profitable and has considerably improved its productivity.

In particular, there appears to

have been no development in official thinking about the privatisation of the Post Office after the Prime Minister's statement during the general election.

Mrs Margaret Thatcher ruled out the privatisation of the Royal Mail, though she was careful not to exclude the possibility of selling its other businesses - mainly its National Girobank subsidiary and its counters operation.

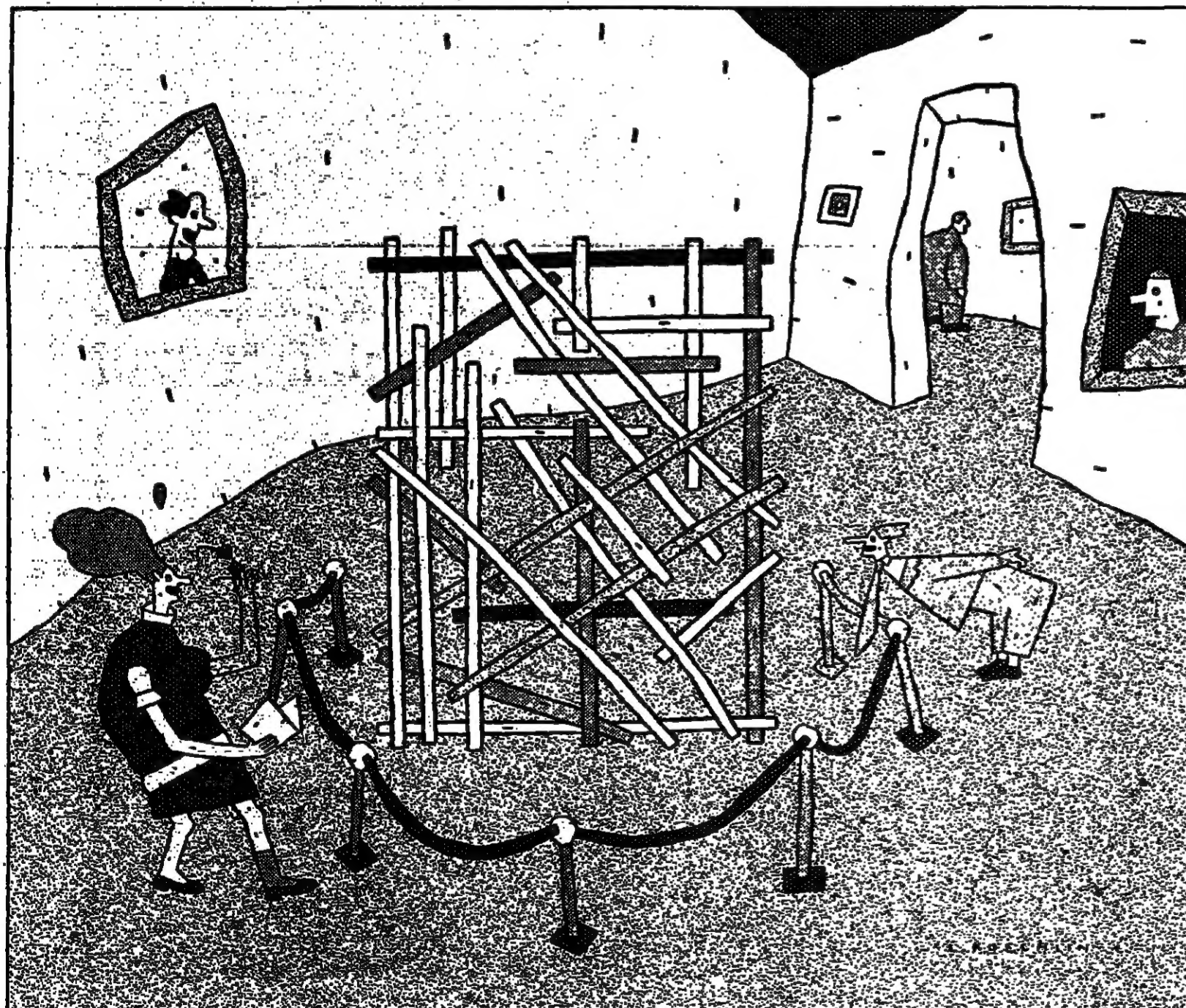
Sir Ron, 56, announced his retirement as he reported pre-tax profits up 1.8 per cent at £170m on turnover up 7 per cent at £3.25bn for the year to April 1.

Sir Ron said the decision did not reflect any disagreement between himself and the Government. He added that the Government had not talked to him about privatisation since the election.

The Department of Trade and Industry, which is understood to have tried hard to persuade Sir Ron to stay, refused last night to comment on his successor other than to say the announcement would be made in due course.

However, a decision is thought to be imminent on naming a successor from outside the Post Office. *Men and Matters*, Page 12

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# COLES MYER LTD.

(the "Company")  
(formerly called G. J. COLES & COY. LIMITED)

(Incorporated with limited liability in the State of Victoria)

## NOTICE OF A SINGLE MEETING

of the holders of the outstanding

AS\$5,000,000 15% per cent. Notes due 1988,

AS\$25,000,000 13 1/4 per cent. Notes 1989,

AS\$25,000,000 13 1/4 per cent. Notes 1990 and

AS\$100,000,000 13 1/4 per cent. Notes due 1991

of the Company (the "Notes") and the "Notes" respectively)

NOTICE IS HEREBY GIVEN to the holders of the Notes that a single meeting of the Company will be held on Friday, 14th August, 1987 at Conference Room A, Bankers Centre, 5th Storey, Bankers, London EC2V 6BN, England at 10.30 a.m. (London time) for the purpose of considering and, if thought fit, passing the following Resolution which will be proposed as an Extraordinary Resolution in accordance with the provisions of the Trust Deeds made between the Company and The Law Debenture Trust Corporation plc (the "Trustee") constituting the Notes:

## EXTRAORDINARY RESOLUTION

THAT this single meeting of the holders of the outstanding AS\$5,000,000 15% per cent. Notes due 1988, AS\$25,000,000 13 1/4 per cent. Notes due 1989, AS\$25,000,000 13 1/4 per cent. Notes due 1990, AS\$100,000,000 13 1/4 per cent. Notes due 1991 (the "Notes") do hereby resolve that the Company (the "Company") be and is authorised to do the following:

- (1) to amend the Coles Myer Proposals (as defined and described in the Explanatory Statement dated 22nd July, 1987) addressed by the Company to the Noteholders in copy form which has been produced to the Meeting and for the purposes of identification signed by the Chairman (hereinafter referred to as the "Proposals") and the implementation thereof and of the Resolution with effect as at 22nd July, 1987 in accordance with their respective terms;
- (2) to authorise every modification, amendment, variation or compromise of, or arrangement in respect of, the rights of the Noteholders and the holders of the interest coupons appertaining to the Notes (the "Coupons") against the Company (whether such rights shall arise under the said Trust Deeds, the Notes, the Coupons or otherwise) involved in or resulting from the implementation of the Coles Myer Proposals and the Resolution; and
- (3) to authorise and request the Trustee to concur in the implementation of the Coles Myer Proposals and the Resolution and ratifies and confirms the execution of the Fourth Supplemental Trust Deed, the Principal Assumption Agreement, the Interest Payment Agreement, the Deed of Indemnity, the three First Supplemental Paying and Reference Agency Agreements and the First Supplemental Paying Agency Agreement (all as referred to in the said Explanatory Statement) in the forms produced to this Meeting and for the purposes of identification signed by the Chairman (hereinafter referred to as the "Agreements").

## THE COLES MYER PROPOSALS

Since the issue of the Notes, the Company (then called G. J. Coles & Coy. Limited) has undergone substantial re-organisation as a result of its merger with The Myer Emporium Limited in 1982. The Company has been directed towards the financial reorganisation of the Coles and Myer groups. This is to remove interdependencies and create a more efficient long term financing structure based on a standard negative pledge (the "Standard Negative Pledge") in Trust Deeds and the Notes and the Notes not to be subject to any other form of security or charge (the "Other Security") and the Notes not to be subject to any other form of security or charge (the "Other Security").

The Coles Myer Proposals are intended to amend the Coles Myer Proposals (as defined and described in the Explanatory Statement dated 22nd July, 1987) addressed by the Company to the Noteholders in copy form which has been produced to the Meeting and for the purposes of identification signed by the Chairman (hereinafter referred to as the "Proposals") and the implementation thereof and of the Resolution with effect as at 22nd July, 1987 in accordance with their respective terms.

The Bank and the Authority are both South Australian State Government guaranteed institutions and each therefore represents one of the highest possible credit ratings from an Australian perspective. The Coles Myer Proposals are therefore believed to offer a significant benefit to the Noteholders and Coupanholders in terms of credit enhancement.

The Coles Myer Proposals also envisage:

- (a) the replacement of the existing Negative Pledge and Events of Default provisions under the Trust Deeds and Conditions 3 and 6 to the Bank and the Authority, in forms in line with those entered into by them in connection with their own recent public debt issues; and
- (b) the understanding by the Bank and the Authority of certain other obligations under the Trust Deeds and the Notes which are largely of a consequential or administrative nature.

In addition to the credit enhancement provided by the Coles Myer Proposals, the Company will provide an indemnity to the Trustee for the benefit of the Noteholders in respect of any failure by the Bank to make payments of principal on the Notes in order to permit recourse to the Company for any payment default by the Bank. The indemnity will not extend to interest on the Notes or to any other consequences (whether in relation to tax or otherwise) for Noteholders and Coupanholders from the implementation of the Coles Myer Proposals. Accordingly, if after considering the Explanatory Statement referred to in the Explanatory Statement set out above, Noteholders or Coupanholders are in any doubt with regard to such consequences, they should consult their professional advisers.

In order to become effective and to be implemented, the Coles Myer Proposals require the approval of the Noteholders by the passing of the Extraordinary Resolution set out above.

Further information regarding the background to, the reasons for, and the terms of, the Coles Myer Proposals and the Extraordinary Resolution are contained in the Explanatory Statement, copies of which will be available for collection by Noteholders at the specified offices of the Paying Agents set out below from 27th July, 1987, and including the date of the Meeting.

The Company and its financial advisers, Credit Suisse First Boston Limited, consider that the Coles Myer Proposals are fair and reasonable and, accordingly, the Company strongly urges Noteholders to vote in favour of the Extraordinary Resolution set out above.

The attention of Noteholders is particularly drawn to the caution required for the Meeting and for an adjourned Meeting which is set out in paragraph 2 below.

Noteholders should be aware that, following the change of the Company's name referred to above, the Notes will continue to be listed on the Luxembourg Stock Exchange under the former name of the Company, followed by its present name, and that there will be no over-discounting of the Notes or Coupons.

Copies of the Trust Deeds and of certain other relevant documents referred to in the Extraordinary Resolution and listed in the Explanatory Statement will be available for inspection by Noteholders at the specified offices of the Paying Agents set out below from 27th July, 1987, and including the date of the Meeting and will also be available for inspection at the Meeting.

In accordance with normal practice, the Trustee expresses no opinion on the merits of the Coles Myer Proposals but has authorised it to be stated that it has no objection to the Extraordinary Resolution being submitted to the Noteholders for their consideration at a single Meeting of the holders of the Notes of all four series, being of the opinion that such Resolution, although affecting all four series of the Notes, does not give rise to a conflict of interests between the holders of the Notes of different series. Accordingly, in accordance with the provisions of the Trust Deeds, the Extraordinary Resolution will be deemed to have been duly passed if passed at such a single Meeting.

## VOTING AND QUORUM

1. A Noteholder wishing to attend and vote at the Meeting in person must produce at the Meeting either the Note(s), or a valid voting certificate or valid voting certificate issued by a Paying Agent relative to the Note(s), in respect of which he wishes to vote. A Noteholder not wishing to attend the Meeting in person may either deliver his Note(s) or voting certificate(s) to the person whom he wishes to attend on his behalf or give a voting instruction (on a voting instruction form obtainable from the specified offices of the Paying Agents set out below) instructing a Paying Agent to attend and vote at the Meeting in accordance with his instructions. Notes may be deposited with any Paying Agent or (to the satisfaction of such Paying Agent) held to its order by CEDEL S.A. or Euroclear until the time being 48 hours before the time appointed for holding the Meeting (or, if applicable, any adjourned such Meeting), but not thereafter, for the purpose of obtaining voting certificates or giving voting instructions in respect of the relative Meeting. Notes so deposited or held will be released at the conclusion of the Meeting (or, if applicable, any adjourned such Meeting) or upon surrender of the voting certificate(s) or, not less than 48 hours before the time for which the Meeting (or, if applicable, any adjourned such Meeting) is convened, the voting instruction receipt(s) issued in respect of such Meeting.
2. The quorum required at the Meeting is two or more persons present in person holding Notes or voting certificates or being present and holding or representing in the aggregate not less than one-tenth part of the principal amount of the Notes of all four series for the time being outstanding. If a quorum is not present at the Meeting, the Meeting will be adjourned and the Extraordinary Resolution will be considered at an adjourned Meeting (the "Adjourned Meeting") at which all four series of the Notes of all four series for the time being outstanding will be present in person holding Notes or voting certificates or being present and holding or representing in the aggregate not less than one-tenth part of the principal amount of the Notes of all four series for the time being outstanding. If a quorum is not present at the Meeting, the Meeting will be adjourned and the Extraordinary Resolution will be considered at an adjourned Meeting (the "Adjourned Meeting") at which all four series of the Notes of all four series for the time being outstanding will be present in person holding Notes or voting certificates or being present and holding or representing in the aggregate not less than one-tenth part of the principal amount of the Notes of all four series for the time being outstanding. If a quorum is not present at the Meeting, the Meeting will be adjourned and the Extraordinary Resolution will be considered at an adjourned Meeting (the "Adjourned Meeting") at which all four series of the Notes of all four series for the time being outstanding will be present in person holding Notes or voting certificates or being present and holding or representing in the aggregate not less than one-tenth part of the principal amount of the Notes of all four series for the time being outstanding.
3. Every question submitted to the Meeting will be decided on a show of hands unless a poll is duly demanded by the Chairman of the Meeting or by one or more persons present holding one or more Notes or voting certificates or being present and holding or representing in the aggregate not less than one-tenth part of the principal amount of the Notes of all four series for the time being outstanding. A poll shall be demanded by the Chairman of the Meeting or by one or more persons present holding one or more Notes or voting certificates or being present and holding or representing in the aggregate not less than one-tenth part of the principal amount of the Notes of all four series for the time being outstanding. 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## UK NEWS

# Kevin Brown looks at the task ahead for British Shipbuilders' chief BS hopes for a voyage of recovery

MR JOHN LISTER, British Shipbuilders' new chairman, is the kind of blunt Yorkshireman who takes pride in calling a spade a bloody shovel. He is confidently expected to have something equally direct to say on the subject of the corporation's results due out tomorrow.

Mr Lister, a former chemical industry manager, was appointed in April after Mr Philip Hare had been forced to retire through illness. His first three months in the job have been a crash course in the realities of shipbuilding. He will have discovered few grounds for optimism.

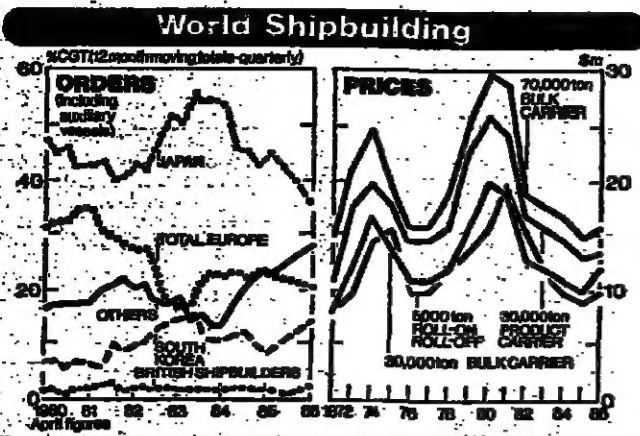
British Shipbuilders reported a trading loss of £137m last year, boosted to £450m after restructuring costs and a net loss of £265m on the sale of shipyard assets to the private sector. There is no reason to believe that the 1986-87 trading result will be any better, especially since Mr Hare is on record as forecasting that it would be awful.

The corporation faces continuing problems on a number of fronts. Losses on contracts: Every ship built is completed at a loss. The corporation is known to have lost about £50m on the work it has in hand, although some of these contracts were begun after the financial year ended in March.

Customer default: Substantial sums will have to be set aside to cover possible defaults by customers whose financing was guaranteed by the corporation as part of the battle for orders.

Provisions of this sort amounted to £25m in last year's accounts and the signs are that rather more will be needed this year.

Scott Lister says the corporation has settled a deficit of a difference of £49.5m in the valuation of the assets of the Scott Lithgow yard, sold to Trafalgar House in 1984, at a level to be disclosed in the accounts. Trafalgar is also threatening litigation over a



claim that it was misled about the prospects of the yard. The Lister challenge: A large loss by itself on the Lister Challenge, a heavy lift crane ship ordered by a private company which subsequently went out of business. British Shipbuilders is confident a buyer will be found but the price is likely to be well short of the £45m building costs.

Restructuring: The corporation had to find £30m to finance restructuring last year, since when the workforce of 10,000 has shrunk to fewer than 7,000. Mr Kenneth Clarke, Industry Minister, gave a clear indication of the way the wind was blowing when he asked the Commons recently to raise the corporation's borrowing limit—which covers accumulated losses—from £1.4bn to £1.5bn, with provision for a further increase to £1.8bn. The limit stood at £1.5bn only 16 months ago.

The new chairman is no stranger to the problems of structural overcapacity—as chairman of ICF's Bares division, he supervised a recovery from losses of £80m to a profit of £50m in eight years. But he inherited a corporation which has already closed 40 per cent of capacity and is generally thought to be as small as it can get without abandoning all hope of future viability.

Mr Lister's initial approach has been to call for concerted action by European shipbuilders of the kind that helped to restructure the Airbus industry. He recognises, however, that shipbuilding is more fragmented and that this sort of approach has made little headway in the past.

The real problem is beyond his control—40 per cent world overcapacity in ship construction, mostly in the Far East has caused prices to fall to a level at which even the Japanese and South Koreans cannot make profits.

In practice, his room for manoeuvre is limited and the strategy will concentrate on three main areas. First will come cost cutting through efficiency improvements. British Shipbuilders' workforce is already among the most productive in Europe—the days of overmanning and demarcation disputes are largely gone—but there are savings to be made through better organisation of work schedules.

Unfortunately, only about a third of the cost of building a ship can be controlled within the yard, so the scope for significant savings is small.

The second target will be subsidy payments. The European

Community ceiling on intervention fund financing, set at 25 per cent in November, is due for review later this year. British Shipbuilders pressed hard for a limit of 32 per cent in the last round of negotiations and will return to the fray.

Third comes marketing. The corporation moved earlier this year towards sophisticated products such as research ships, refrigerated vessels and products carriers. Small cruise ships, for which there is a buoyant market, will be added to the list.

These more complex ships offer the advantage of moving the corporation away from direct competition with Far East yards which tend to concentrate on straightforward bulk carriers and tankers. But the corporation will be in direct conflict with other European yards equally desperate for orders and keen with more sympathetic governments than British Shipbuilders.

This was illustrated by the recent £45m order placed by Brittany Ferries with the French yard Chantiers de l'Atlantique, which British Shipbuilders claims it lost only because of unfair subsidies. This is being investigated by the European Commission.

The picture is not totally bleak. The corporation recently won a £50m order for two container ships for China, with an option for a third, has hopes of a small ferry order from the Scottish operator Caledonian MacBrayne, and of a government order for a supply ship for St Helena.

Govan, the main Scottish yard, recently completed the biggest passenger ship built in the UK since the 1960s—the 31,000-ton Norseman for North Sea Ferries—which will rank as good experience in the cruise ship market.

In Sunderland, North East Shipbuilders recently launched the first of 25 small ferries being built for Danish owners and expects to complete one a month for the next two years.

## Sizewell B inaugurated in spite of protesters

By Maurice Sammelson

MORE THAN 20 banner-waving demonstrators penetrated the Sizewell B nuclear power station site in Suffolk yesterday to see Lord Marshall, Central Electricity Generating Board chairman, arrive to inaugurate the long-awaited £15bn project.

After arriving by helicopter nearly an hour late because of flying difficulties, Lord Marshall started specialised machinery for building the £10m diaphragm wall, which will enable the site to be drained without affecting local farmland or the neighbouring older power station.

Afterwards Lord Marshall said he was "very sad" at the threat by Friends of the Earth, an environmental pressure group, to continue resisting the project by "direct non-violent action."

Yesterday's ceremony marked the end of a six-and-a-half-year battle by the CEBG to build Britain's first pressurised water reactor. "No one expected that would take so long to reach this stage. This is the day the CEBG has long waited for," said Lord Marshall.

In the next few months the CEBG intends to seek planning permission for its second PWR station at Hinkley Point, Somerset. "But first we want to get all our ducks lined up in a row," Lord Marshall said.

Construction of the Sizewell B diaphragm wall, described as the longest and deepest underground wall in Europe, began the programme which will see the 1,175-Mw station supplying electricity by 1994.

More than 1,200 metres long, 50 metres deep and one metre thick, the wall will be built in 20 weeks by an Anglo-French joint venture formed by Stant Foundations, a subsidiary of Balfour Beatty, and Soletanche Enterprises of Paris.

Contract valued at \$650m have already been awarded at Sizewell. A further 60 contract packages remain. More than 90 per cent of the orders for hardware would go to British manufacturers, Lord Marshall said.

"Jobs are already being created in British factories and at the site, which will provide an average of some 10,000 jobs a year over seven years," he said.

During the peak construction years there will be 3,500 people working at Sizewell including many recruited locally. Some £200m will be injected into the East Anglian economy.

The CEBG's original plan for draining the site involved the sinking of numerous wells and a costly continuous pumping operation. After a public inquiry, where concern was expressed that the local environment could be adversely affected, the Board decided to construct a diaphragm wall that had the benefit of preventing possible settlement below the level of the Sizewell A station.



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## APPOINTMENTS

## Lloyds Bank senior posts

Mr Barry Taylor, (left) divisional manager commercial banking; Mr Roger Bartlett (right) divisional manager small business services.

Two key appointments have been made to LLOYDS BANK, UK retail banking division, which is focusing its efforts on small and medium-sized businesses. Mr Barry Taylor has been appointed divisional manager, commercial banking. His responsibilities will include the Lloyds Bank Commercial Services (LBCS), training programme, LBCS systems development, product development for the small business market, and other related activities. Mr Roger Bartlett has been appointed to the newly-created position of divisional manager, small business services. He will be responsible for the development of the bank's range of services for the small business sector, including financing and the business advisory service. Mr Taylor was previously senior manager at Aylesbury branch and he has been assistant regional general manager for the City of London and manager of the bank's Mincing Lane branch, also in the City. Mr Bartlett, Mr Philip Bowmaker, who is assistant to assistant general manager (commercial banking) was made recently. Mr Bartlett recently returned to the bank from duties with its finance house subsidiary, Lloyds Bowmaker.

Following the formation of CGA FINANCIAL SERVICES, part of Fredericks Place Holdings, the following appointments have been made: Mr Ronald Denham (chief executive of The Country Gentlemen's Association) chairman, Mr Stuart Goldsmith (chief executive of Fredericks Place Holdings) deputy chairman. Mr Stewart Jeays—managing director and Mr Keith Owens—deputy managing director, Mr Victor Harvey, Mr Marcus Egerton, Mr Colin Studd, Mr Robin Hunter and Mr Timothy de Salis, become directors.

Mr B. R. C. (Brian) Kemp has joined SIMON ENGINEERING as executive director. He will have overall responsibility for Simon's manufacturing companies, both in the UK and overseas, involved in access and fire fighting equipment, waste water treatment plants, cereal, feed milling and container machinery, and solids handling systems.

Mr David F. Osborne is to join the board of ELECTRA INVESTMENT TRUST as an executive director from August 3. He is chief executive of the Fountain Development Capital

Funds, which are managed by Hill Samuel on behalf of several institutional clients and which specialise in management buy-outs and other later stage equity investment situations.

Mr Jeffrey Mason retires as a deputy chairman and director of NATIONAL WESTMINSTER BANK on July 31. He continues as chairman of the 600 Group. His successor, Mr. MacWest, deputy chairman is Mr Philip Williams, formerly group chief executive.

Mr Michael Cartwright, has been appointed regional general manager of HALLWAY BUILDING SOCIETY's east region from August 1. He will replace Mr Williams, who will retire on July 31. Mr Cartwright is currently branch development controller at the Society's head office.

NRG (UK) HOLDINGS has appointed Lord Tollermeade as chairman. Mr Ronald A. Bennis (recently retired as director of the National Westminster Bank); Mr Anthony A. Best (a managing director of Chancery House Merchant Bank); Sir Allen Davis (previous Lord Mayor of London and retired senior partner of Armitage and Norton); and Prof. Leslie Hannah (director of the business unit at the London School of Economics and visiting professor Harvard University, US) become non-executive directors. The board is completed by: Mr Jan H. Holbein, vice chairman, and Mr Sten Norrbohm, director. NRG Amsterdam; Mr John C. Cummings, managing director and chief executive; and Mr Kenneth W. Maddox, secretary.

Mr M. L. Feham has been appointed a director of the CONDER GROUP. Within the group his role will be to identify ways of developing the existing businesses and opportunity for growth.

TMD ADVERTISING HOLDINGS has made the following appointments at subsidiary TMD Advertising from September 1: Mr Ray Kelly, managing director, Mr Philip Coulson, deputy chairman, and Mr Geoffrey Mann, deputy managing director.

## Malaysian Prime Minister appeals for investment

By JOHANNA EGEN

AN APPEAL to British businessmen to invest in Malaysia—the new "growth centre in Asia"—was launched yesterday by Dr Mahathir bin Mohamad, the country's Prime Minister. He promised that the buy British last campaign was dead.

He told an investment seminar organised by the Malaysian Industrial Development Authority, that the political climate in Malaysia had been stabilised and that the economy had been improving since the beginning of 1987.

Malaysia had introduced a new economic policy, "which has been designed to reduce and eventually eliminate the identification of race with economic functions." Strongly disputing any comparison with racial inequalities in South Africa, he said: "Businessmen should not touch South Africa with a 10 foot pole."

Mr Datu Paduka Rafidah Aziz, Minister of Trade and Industry, said that the UK, "with its vast industrial experience" could help speed industrialisation in Malaysia.

Incentives to attract British companies into Malaysia, have apparently upset some of the more mature investors in the country.

One businessman voiced his concern that Malaysia was giving bonuses to new investors and ignoring those who took big risks years ago by moving their companies into the country.

The Prime Minister assured him that all businesses currently in Malaysia were making good profits and were in the right place for growth. The priority was to convince others that they should invest there and that their investment would be secure.

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## UK NEWS

# Defence budget will not be cut says Younger

BY LYNTON McLAINE

EVEN IF the Geneva arms talks were successful in scrapping cruise missiles and Soviet missiles, this would not lead to defence budget cuts, Mr George Younger, Defence Secretary, warned yesterday.

Speaking ahead of today's Cabinet discussions on public expenditure, he said "the West will still be faced with the need to preserve its ability to sustain its strategy."

He told a conference on the future of air power at King's College, London: "There is clear evidence of Soviet interest in an intermediate nuclear force agreement."

But he said he knew of no suggestions "that we would be able to cut our defence budgets as far as we hope, we see the back of some 1,000 Soviet nuclear missile systems in return for rather fewer of our own."

Mr Younger said: "We shall still be faced with the need to maintain effective nuclear deterrence." The West was now looking at how this should be done.

He warned that "the other areas of our nuclear and conventional capabilities — none of them cheap — would be even more crucial in this respect."

Nato planners are studying how to maintain a capability that would pose an unacceptable threat to the Soviet Union, in the event of success in the Geneva arms talks to scrap cruise missiles and Soviet SS-20 and other short- and medium-range missiles.

The options are understood to include increasing the size of the US F-111 bomber force in Europe, the introduction of submarine-launched cruise missiles.

Mr Younger said he saw a "very real danger in the climate of expectation that has been raised by the prospect of the first nuclear arms reductions."

"The danger is that this will give rise to a reduced willingness among the democratic nations of the West to support the expenditures necessary for our nuclear and conventional deterrence posture," he said.

## Lawson criticises lack of help for sub-Saharan area

BY JANET BUSH

BRITAIN'S fellow industrialised countries were dragging their feet on taking measures to help heavily indebted nations in sub-Saharan Africa, Mr Nigel Lawson, the Chancellor, said yesterday.

In a speech to the all-party parliamentary group on overseas development, he strongly urged creditor nations to join an initiative to alleviate indebtedness in the poorest African countries.

His three-point plan, unveiled at the April meeting of the International Monetary Fund in Washington, suggests creditor nations should convert aid loans into outright grants, agree longer repayment periods and generous periods for other official loans and reduce the interest rates payable on these debts to well below market levels.

He said yesterday: "We have a moral responsibility, as well as an economic one, to some of the poorest countries in the world." He urged "those countries which have so far been dragging their feet to join in this initiative, so that we can agree a timetable for action at the international meetings this autumn."

His main criticism of other industrialised nations centred on lowering interest rates on sub-Saharan debt. He said there had not yet been enough support for his proposal from other creditor countries.

The Chancellor rejected the reluctance of some industrialised nations, notably the US, to lower market rates on aid loans, saying the budgetary cost involved.

"Clearly, this [lowering rates] is not to be undertaken lightly. But since there is no realistic prospect of actually securing anything like full repayment if rates are not reduced, we have to regard the cost as one that has been incurred already. The question is how we face up to it. My proposal is that we should do so in an orderly way over a reasonable period of years," he said.

The Chancellor stressed interest rate relief should be made available only to countries which were implementing satisfactory economic reform policies and his proposals on sub-Saharan Africa were not a mere general model for other countries.

Unlike the main creditors of Latin America, the poorest and most heavily indebted countries of sub-Saharan Africa had no chance of returning to viability through their own efforts.

More generally, Mr Lawson commended the way commercial banks were now dealing with the debt problem on their books with a more realistic approach to making provisions.

## Confidence among Scots companies 'increasing'

BY JAMES BUXTON, SCOTTISH CORRESPONDENT

CONFIDENCE AMONG Scottish companies about business prospects is increasing, employment is growing and companies are raising their investment intentions, according to the latest Scottish Business Survey.

The report shows that a substantial number of manufacturing companies are experiencing higher sales and increased orders, even in depressed sectors such as metal manufacture and mechanical engineering.

The survey, carried out in June and early July by the Fraser of Allander Institute at Strathclyde University, says the manufacturing sector of the Scottish economy is in a relatively healthy phase.

Much of the demand comes from outside Scotland, it says. Exports do not appear to have suffered from the appreciation of sterling earlier this year.

Only in Aberdeen, which has been badly hit by last year's downturn in the oil price, does a small majority of companies

report a more pessimistic outlook.

Optimism has also increased in the Scottish construction industry, with companies expecting increased private sector orders. Companies in Edinburgh, Dundee and Glasgow forecast increased employment, but those in Aberdeen expect a reduction.

Wholesalers also show increased optimism, although they report a reduction in employment over the past three months and expect further cuts. Overall retailing companies are optimistic, particularly in Glasgow.

The survey also shows that 35 per cent of companies in all sectors had difficulties recruiting employees in the preceding three months. The biggest shortages were of manual workers, but a lack of managerial, technical and professional staff was also reported.

## Chancellor welcomes debt moves by banks

By Alexander Nicol

MR NIGEL LAWSON, the Chancellor, yesterday welcomed as realistic the provisions taken by banks against their Third World debt exposure even though they force the Treasury to forgo a large amount of tax revenue.

His remarks raised some speculation among bankers that the Inland Revenue would adopt a more liberal attitude to tax allowances for problem debt provisions.

Addressing a House of Commons lunch, Mr Lawson said: "In the immediate future, at least, this increase in provisioning is bound to mean a significant cost to the taxpayer, since more tax relief will be due to the banks."

"This occurs under the normal rules for provisions against bad or doubtful debts. If any company's profits are cut back, the Exchequer is likely to get less revenue."

Treasury officials swiftly added that his remarks signalled any change in policy. The guidelines used by the Inland Revenue, they said, had been set in 1983.

Nevertheless, bankers found his remarks encouraging. They have complained for several years that the Inland Revenue was not accommodating towards provisions, and that its treatment of individual banks had been inconsistent.

If all of the £5.5m to £5m of provisions taken or likely to be taken by large UK banks were allowable for tax, forgone tax revenue could total some £10m.

Mr Robin Monro-Davies, of the credit analysis firm IBCA, said: "The Chancellor's comments are an exciting change as up to now the UK tax authorities have been among the most miserly in allowing provisions for sovereign debt."

Mr Monro-Davies said that the Chancellor's words translated into action by the Inland Revenue, it will mean that only two major countries, the US and Japan, have not moved in this direction.

## Ore carrier loss 'caused by steering failure'

By Kevin Brown, Transport Correspondent

THE LOSS of the Hong Kong-registered ore carrier Kowloon Bridge off the Irish coast late last year was caused principally by steering failure, a Transport Department inquiry reported yesterday.

The findings will silence claims that the Kowloon Bridge suffered from structural problems of the sort thought to have troubled several sister ships.

The ship, originally named English Bridge, was one of six built by Swan Hunter on the River Tyne between 1971 and 1974.

One of the ships, the British-owned Derbyshire, sank with the loss of all 44 crew in the Pacific in 1980. Two years later the crew of the Tyne Bridge, later renamed East Bridge, were airlifted from the North Sea after cracks developed.

There have been reports of similar problems with the three other ships of the class. An inquiry into the Derbyshire Bridge led to a take place in London in October.

The Transport Department report says no-one was to blame for the Kowloon Bridge casualty, which was caused by the failure of steering gear and damage to the rudder in "atrocious weather."

The crew of 28 was evacuated by RAF helicopters. Salvage attempts were abandoned after a line put aboard by the crew of a tug was parted by "exceptional seas."

NatWest mortgage rate NATIONAL WESTMINSTER has cut its mortgage rate for existing borrowers from 11.25 per cent to 10.5 per cent, and to 10.15 per cent as printed yesterday.

## Clive Wolman looks at why broker W Greenwell is threatened with disintegration

### Midland pays the price for lack of strategy

THE increasingly threatened disintegration of W Greenwell, which before last October's Big Bang reforms was considered one of the UK's top five stockbroking firms, marks the climax of a series of errors made by its partners and its new owners, Midland Bank.

The eyeball-to-eyeball confrontation between Midland's directors and Greenwell's key analysts and salesmen has arisen because Midland has not been willing to give up its UK equities business, which it sees as part of its global network, but nor has it developed a strategy for making the business viable.

The original deal to purchase Greenwell was negotiated in early 1984 by Mr Stefan Gadd, chief executive of Samuel Montagu, which at the time was only 60 per cent owned by Midland.

The clearing bank board was closely involved and its enthusiasm for the deal extended only as far as Greenwell's thriving business in gilt-edged securities, rather than equities. Even at that stage, several of the Greenwell partners protested against the terms, and the sale price had to be renegotiated before Midland took 100 per cent control in May 1986.

After Mr Gadd was compelled to resign, Midland took much tighter control of Samuel Montagu through his successor, Mr Bob Logan. One of the factors

which led to Greenwell's undoing was his insistence, against the advice of consultants, that Greenwell's market-makers should use a computer information system developed by a small company, Electronic Banking Systems, with which he was associated. Mr Logan subsequently also resigned.

In addition to the inadequacies of the EBS system which was supposed to allow the market-makers to control their books and set their prices, Greenwell's equity business post-Big Bang suffered from two other handicaps.

One was Midland's failure to acquire a jobbing (market making) firm in contrast to Barclays and NatWest, its two main clearing bank rivals. In the first nine months after Big Bang, the traditional Stock Exchange jobbing firms have performed outstandingly well.

Greenwell's other handicap was its back-office administration. It has been one of several securities firms whose failure to process efficiently the additional paperwork generated by the much higher volume of transactions since Big Bang has led to the massive backlog of unsettled Stock Exchange bargains. In the end, Midland made good use of its clearing bank

experience of paper processing by sending in a team to disentangle the mass of misplaced contract notes.

The vulnerability of Greenwell's institutional equity business was highlighted by the decision to split it off from its more successful gilt market making operation, where it is still ranked in the top three or four, and its private client business.

As a result of these handicaps, Greenwell's institutional clients cut their orders, even though Greenwell retained strong teams of analysts covering the financial sector, chemicals and pharmaceuticals.

More serious, its market makers suffered a big trading loss in the first few months after Big Bang. Some Greenwell employees blame the loss on Midland's failure to inject more capital into their business, which would have allowed it to hold a large inventory of equities in a rapidly rising stock market. Others say the market makers made poor decisions about market movements.

Matters came to a head in March. Midland decided that Greenwell's equity market making would not become profitable for at least two years.

Later on Friday evening, an announcement was made on the tannoy, without any warning even to senior staff, that the firm was withdrawing completely from market making as

of Monday morning. As a concession, Midland agreed to unlock the golden handcuffs on the former partners of Greenwell and five directors left almost immediately, including the leading chemicals analyst, Mr Stuart Wansley. Another 20 of the market-making team also left.

A few firms, in particular James Capel, have continued to thrive since Big Bang by sticking to traditional agency stockbroking, in which orders are carried out on behalf of clients but the firm does not trade itself. However, having built up the infrastructure of a market making operation, Greenwell could not generate enough of investors' sharply reduced commission payments from agency business to cover its costs.

Greenwell's directors considered the possibility of exploiting the selection of securities firms which investors are carried out by Midland and Samuel Montagu have assembled in Scandinavia, Germany, the Pacific Basin and elsewhere. The aim was to build up the volume of sales of shares in one country to investors in another.

But Greenwell's continuing losses, and the apparent lack of commitment from Midland made recruitment of senior staff almost impossible. The resignations began to gather pace.

## Ward rather coy about assets, court told

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

MR THOMAS WARD, the former director of international drinks group Guinness, who has been ordered by the High Court to repay £5.2m he received from the company, was being "rather coy" about his assets, the court was told yesterday.

Mr David Oliver, QC, for Guinness, said Mr Ward had given information about three assets he described as "illiquid" but had said nothing about any liquid assets out of which he could repay Guinness.

Mr Oliver said the history of the litigation showed that Mr Ward had a propensity for claiming funds to which he claims to be entitled "into tax

havens such as Jersey and Switzerland."

Mr Ward was a man of considerable substance but at the moment was not offering Guinness anything, said Mr Oliver, who was opposing Mr Ward's application for a stay of the judgment pending his appeal.

In an affidavit supporting his application, Mr Ward listed his illiquid assets his home in the US, his interest in the Washington law firm of Ward Lazarus and his right to recover \$4.7m of the £5.2m he has paid in US taxes.

Mr Oliver said Guinness was not trying to bankrupt Mr Ward pending the appeal, but the company would consider enforcing its judgment against his interests in his home and the law firm if he did not move quickly on the appeal. It had been indicated this could be heard on August 11.

Questioned by Sir Nicolas Brown-Wilkinson, the Vice-Chancellor, Mr Peter Cutry, QC, for Mr Ward, said he had no information about Mr Ward's liquid assets.

The judge refused a stay but said Mr Ward could re-apply if Guinness tried to move against his home or law firm before the appeal. Mr Ward would then have to give information about his liquid assets, Sir Nicolas said.

Last week the judge held that the £5.2m Mr Ward claimed was paid for his "valuable services" during Guinness's takeover bid for Distillers belonged to Guinness because the payment had not been disclosed to its board, as required by its articles and the Companies Act.

After that ruling, Guinness's lawyers said that when the available part of the £5.2m had been gathered in Mr Ward would still owe about £1m, a shortfall of about £500,000 and interest of £100,000 — the same on the total amount.

## May trade shows £561m deficit

BY PHILIP STEPHENS, ECONOMICS CORRESPONDENT

THE current account of the balance of payments moved into a £561m deficit in May, following a surplus of £56m the previous month, according to figures released yesterday by the Trade and Industry Department.

The figures show a £1.6bn shortfall on visible trade — reflecting the combination of a sharp rise in imports and a fall in exports — which was only partly offset by an estimated £600m surplus on trade in invisibles.

Taking the three months March to May together, the volume of exports was 3 per cent lower than during the previous three months, although 6 per cent higher than the same period a year ago. If oil and erratic items are excluded there was a 4 per cent decline between the two latest three-month periods.

The department said this suggested that the underlying level of exports had fallen from the high levels seen at the turn of the year.

The volume of imports showed a fractional decline over the latest three months compared to the previous three months but stood 7 per cent higher than a year earlier. If oil and erratic items are excluded the increase over the year was 7 per cent.

The department, traditionally level of exports had fallen from the high levels seen at the turn of the year.

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## Independent forecasters confident

BY OUR ECONOMICS CORRESPONDENT

INDEPENDENT forecasters remain confident about economic growth prospects over the next two years but expect the balance of payments current account to show a widening deficit.

The Treasury's latest review of the consensus among outside forecasters, published yesterday, shows an average projection for output growth of 3.1 per cent this year and 2.5 per cent in 1988.

Inflation is generally expected to remain subdued, if on a gently rising trend. The review points to an annual retail price inflation rate of 3.9 per cent in the last quarter of this year and 4.4 per cent in the final quarter of 1988.

The forecasters are less optimistic about the trade balance. The consensus, prepared before yesterday's unsettling May trade figures,

points to a deficit on the current account of £1.1bn in 1987 and twice that next year, leading to a gradual depreciation in sterling's value from its present index level of 78 to just below 70 by the end of 1988.

On balance, the forecasters see interest rates staying near their present 9 per cent level for the next 18 months, although those in the City predict a slight increase to 9½ per cent late next year.

## Bank of Wales joins loans scheme

THE BANK of Wales has joined the loan guarantee scheme as a participating lender, the Employment Department said.

The scheme was introduced in May to attract lending to small companies where finance was not available on conventional terms due to a lack of track record or inadequate security. There are now 24 participating lending institutions.

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## PO profit up as volume of mail increases

By David Thomas

A 6.7 PER CENT increase in the number of letters sent last year was the main reason behind the Post Office's record profits for the year to April 1. Sir Ron Dearing, Post Office chairman, reported pre-tax profits for the year of £170m (£167m) on turnover of £3,475m (£3,250m) for the year and said an extra 800m letters had been posted.

Sir Ron argued that profits would have been higher had the Post Office not delayed price increases for stamps last year. The corporation's letters, parcels and counter businesses in its postal group reported unchanged profits of £150.3m on turnover of £3,377m (£3,160m). Results for the Girobank subsidiary are stated separately.

The postal business paid to the Government £59.1m as an external financing limit against a target of £58m. Unit cost reductions were 1.4 per cent against a target of 1.5 per cent. The Government has cut the external financing limit for the postal business to £57m this year, reflecting a planned increase in capital spending by the Post Office mainly on buildings and computers.

The Post Office plans to invest £143m this year and £160m next year, compared with £116m last year, all in 1986-87 prices.

The Post Office's quality of service improved marginally against its targets last year. About 87.7 per cent of first class letters were delivered the day after posting, against a target of 90 per cent.

The Post Office is spending heavily to improve its quality of service, Sir Ron added, and that of the 2.3 per cent shortfall, 1.5 per cent was accounted for by unofficial industrial action.

The Post Office said it would need about 20,000 extra workers both full and part time, to cope with continuing growth in letter volumes over the next five years.

Last year, there was an increase of about 4,000 full-time and 8,000 part-time workers to bring the corporation's workforce to more than 200,000.

Sir Ron also pointed to the Post Office's increased efforts to cut down on the cost of television licence payments. In 1986, there had been a 42 per cent increase in prosecutions and a 14 per cent cut in evaders. The number of licences held increased by 555,000, worth £13.5m.

Interest payments receipts increased from £26.5m to £40.1m, through a drive to cut working capital, which was a further reason for the increase in group profits, Sir Ron said.

## David Thomas on the achievements of the Post Office's soon-to-retire chairman

### Dearing's reign carries stamp of success

SIR RON DEARING was understandably relaxed when announcing his early retirement as chairman of the Post Office yesterday.

He took on the job in 1981, when it was widely regarded as one of the most thankless tasks in British industry. What's more, the new Post Office chairman appeared to have come off worse from the division of the postal and telecommunications businesses which had just taken place.

British Telecom, spun off from the postal business, seemed the exciting place to be. It was the big profit-earner, the centre of technological advance and the great hope of Britain's information technology industry.

The Post Office, by contrast, appeared a boring backwater, marked by low productivity and customer dissatisfaction.

Letters seemed vulnerable to the new age of electronic messaging, being spearheaded by the Post Office's previous colleagues at BT. In a few years, it appeared, there might be nothing left for the Post Office to do but deliver love letters and holiday postcards.

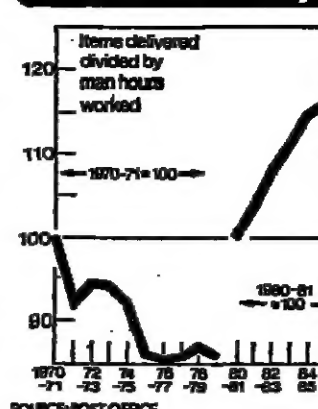
The pundits who argued this line could hardly have been more wrong. Indeed, Sir Ron might be excused a wry smile as he reflects on his leaving the Post Office just as BT's public image hit an all-time low.

The Prime Minister went out of her way to rule out privatisation of the Royal Mail, the Post Office's core, during the general election. This puts it in a unique position among nationalised industries, even though Mrs Thatcher was probably largely reflecting Conservative Party concern at how privatisation could hit rural postal services.

Even so, it was a remarkable testament to how the Post Office's reputation has been transformed under Sir Ron.

The main reason for the turnaround is that the predictions of declining growth or absolute decline in the letters business

### Post Office Productivity



SIR RONALD DEARING

were hopelessly wrong. The Post Office yesterday reported a 6.7 per cent increase in the number of letters posted last year, contributing to a 25 per cent jump during the past five years.

New ways of sending messages, such as electronic mail, failed to take off as quickly as most people expected. And the new courier services, important in certain mail blackspots such as central London, have only nibbled at the edges of the growth in volume of letters.

Far from having to manage a declining business, fresh de-

mands have been made on the Post Office. Promotional campaigns for privatisation issues and the use of share registers for mass mail-shots are two examples. Direct mail advertising, one of the fastest-growing forms of advertising, now accounts for 10 per cent of deliveries.

Yet the growth in volumes of mail also owes much to Sir Ron's strategy on prices. "No more than one price increase in a year and never more than inflation," is how he summed it up yesterday.

Underpinning the ability to keep its prices down has been a drive by the Post Office on its unit costs—which have been cut by an equivalent of £340m a year over the past five years.

It has just reorganised itself into four separate businesses—letters, parcels, counters and Girobank. The management says this will lead to further efficiency improvements, though the benefits have yet to feed through to customers to any great degree.

At the heart of the modernisation moves, however, have been a series of innovative productivity deals with its unions—it is one of the most labour-intensive businesses in Britain, spending £2,200m out of its £3,340m operating costs last year on staff.

Under Sir Ron the Post Office has negotiated radical reforms

of working practices and more use of part-time workers to cope with peaks and troughs of demand. National postal strikes have at times appeared likely as the moderate leadership of the Union of Communications Workers, the main postal union, has tried to sell the deals to often reluctant activists.

Indeed, one of the main problems the new chairman will inherit from Sir Ron is the need to drive through the deals in some districts which are still resisting them. The friction has led to local unofficial disputes, particularly in parts of central London.

The other main demand on Sir Ron's successor is to deliver a better quality of service. The Post Office has consistently missed its target of having 90 per cent of first-class letters delivered the day after posting.

Overall, however, Sir Ron has presided over a transformation of the Post Office's fortunes almost impossible to imagine when he took office.

That is reflected in the words of praise heaped on him yesterday by the consumer lobby, not often quick to compliment those on the other side of the fence. Mr Julian Blackwell, chairman of the Mail Users' Association and of the Blackwell group, said: "Ron did an exceptionally good job. He was very nice, very thoughtful and very tough. He got it right."

## Girobank launches after-hours service

By David Thomas

NATIONAL GIROBANK, the Post Office's banking subsidiary, is launching an experiment in which customers can telephone its clerks in the evenings or at weekends about their accounts.

Mr Malcolm Williamson, Girobank managing director, said this customer contact approach was part of Girobank's attempt to evolve "a highly personalised" mail order approach to banking.

Mr Williamson is concerned to develop other ways for the bank's 2m customers to contact the bank so they do not have to rely solely on post offices, which are engaged in a variety of other business.

He was speaking after Girobank reported pre-tax profits on a historical cost basis up 19 per cent at £23.1m on turnover of £328m (£292.2m) for the year to April 1. It repaid £9.1m to the Government against an external financing target of £5.8m.

With the agreement of its unions, Girobank has launched a trial in the north-west and Midlands whereby personal customers are given the names of two or three clerks whom they can ring at the bank's regional offices out of normal office hours to discuss their accounts or the bank's services.

## BA-BCal monopoly probe urged by consumer body

By Michael Donne, Aerospace Correspondent

THE proposed merger between British Airways and British Caledonian should be referred to the Monopolies and Mergers Commission because it raises "significant issues of public policy," says the National Consumer Council, the public's watchdog, in a submission to Sir Gordon Brown, director-general of fair trading.

Mr Michael Montague, council chairman, says he sees a clear need "to distinguish between the tangible assets of BCal, its aircraft, buildings, personnel and even its goodwill, and its route licences and access to airport slots" (take-off times at Gatwick).

Mr Montague points out that "the former type of assets are potentially available to anybody, while the latter have been acquired by BCal through the operation of public regulation and have, therefore, been unavailable to other potential operators."

The council's submission questions BCal's legal right to sell all its route licences to BA. Irrespective of the legal position on licences and slots, it argues, there is an issue of public interest in whether airlines ought to be able to sell them.

Mr Harry Goodman, chairman of International Leisure Group, which has offered to buy BCal's short-haul European and domestic routes for £50m, has outlined to MPs the market power of a combined BA and BCal.

Based on 1986 output, the combined airlines would have 82 per cent of all UK airlines scheduled seat-miles; 84 per cent of their scheduled cargo traffic; 88 per cent of mail traffic; an estimated year-round 60 per cent of peak slots at Gatwick; 74 per cent of UK airlines' personnel; and 81 per cent of their commercial staff.

Mr Goodman also points out that, on short-haul European routes, the combined airline would have 90.7 per cent of total UK scheduled traffic to Amsterdam; 95 per cent to Brussels; 100 per cent to Copenhagen and Frankfurt; 99.9 per cent to Geneva; 94.6 per cent to Munich; 96 per cent to Paris and 94.5 per cent to Zurich—a monopoly position that would spell the end of an effective British independent.

British Island Airways has also said it would make the strongest possible representation to the OFT on the proposed merger.

## Airlines complain about 'exorbitant' BAA charges

By our Aerospace Correspondent

AIRLINES SERVING airports owned by the newly-privatised BAA, are seeking a meeting with the Civil Aviation Authority to complain about what they allege are exorbitant monopoly charges for services.

The Board of Airline Representatives in the UK, which represents more than 80 national and international airlines, argues that while a strict pricing formula is laid down for "traffic" charges—that is, handling aircraft—there is no comparable control over commercial charges for services such as office accommodation, check-in desk rentals, car park passes and aircraft fees.

All of the latter are essential to normal airline operations "but are subject to no control whatever and lie entirely at the whim of BAA management," according to the board.

Although airport charges are already 20 per cent higher than at Gatwick, the BAA initially proposed an increase for Heathrow of 35 per cent for

1987-88," the board said.

"Not surprisingly, this produced a furious outcry from the airlines, whereupon the BAA blandly announced that on reconsideration the increase would be 10 per cent, still more than twice the current rate of inflation."

The airlines do not deny BAA the right to recover costs or make an adequate return on investment but they believe BAA may have exploited its privileged position.

The airlines would like to see a formula for charges in the commercial area, similar to that which governs charges in the traffic area.

The seven airports owned by BAA collectively handled 8m passengers in June—a rise of nearly 16 per cent on the total for June 1986, when traffic was hit by a bad US visitors.

The June result brought the total passenger figure for the previous 12 months to 57.8m, an 8.6 per cent rise over the previous 12 months.

## Manchester airport to build £27m terminal

By Ian Hamilton Fazey, Northern Correspondent

MANCHESTER AIRPORT is to build a £27m domestic terminal to help it develop more quickly, both as an international gateway and Britain's Northern air services hub.

The terminal will allow more inland feeder services to connect with growing numbers of scheduled overseas flights. It will have 11 gates, including three standing "wide-bodied" aircraft, and will be built mainly on the site of a 25-year-old domestic pier, which will be demolished.

To ease growing pressure on existing facilities from local users, the terminal will have its own access roads, multi-

storey car park, check-in, shops and lounges.

The project, which the airport is financing from its own resources, will begin next month and is scheduled for completion in April, 1989.

It will increase the airport's capacity by 2.5m passengers a year by 1992. Last year the airport handled 7m passengers, and this year is expected to pass 8m. It handled 1m passengers in a month for the first time in June.

Domestic traffic accounts for 19 per cent of passengers. The terminal will provide breathing space while a phased development of a second, international terminal takes place.

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## MANAGEMENT: Marketing and Advertising

THE GLAMOUR world of financial public relations in the UK has left something of a sour taste with Peter Youdale, chairman of the Pirbick Group.

Pirbick is a small but well-established sales and management training company which last year decided it was time to seek a USM listing. So it thought it needed some financial PR to raise its profile with chief executives and potential shareholders.

"With hindsight, our desire for financial PR advice was perhaps the worst decision we ever made," suggests Youdale. "I was appalled at the poor quality of service and people in PR that we met—it was certainly far different from the image they try to portray."

Youdale's disenchantment with financial PR (although he has since found one—Leadon Associates—that fills his needs) is, however, probably still only a minority view about what is one of the fastest growing sectors in the marketing arena.

The raging bull market, Big Bang, a spate of privatisations, and the plethora of mega takeover bids in recent years have together sparked a corporate awareness of the need to communicate to various financial groups—from shareholders to fund managers, from employees to overseas investors.

This need for specialist communications advice has spawned a clutch of PR groupings eager to provide a service—for not inconsiderable fees—to top companies throughout Britain.

An estimated £25m was spent on financial PR last year in fee terms alone—representing about a quarter of total spending on all PR consultancy services in the UK.

But increasingly there are mutterings of discontent among the boardrooms of Britain.

THE UK may be in the midst of an explosion of interest in design but when it comes to how they should handle the design process most companies are still in the dark ages.

If the findings of a new survey are to be believed, the way companies evaluate design work, choose consultants and manage design projects has more to do with a whim and a prayer than with any structured and comprehensive approach.

Everyone can quickly grasp, more or less, the form for handling advertising agencies and even public relations companies. The rules are etched in custom and practice. But the newer disciplines of design, whether the project is corporate identity, packaging, retail or product, poses companies a teaser.

In order to reach a better

## A jaundiced view of the image makers

David Churchill on attitudes to financial public relations

"There are rather too many 'Hooray Henry' types around and not enough professionalism," is the view of one managing director of a large company which has gone through a succession of financial PR consultancies.

Bob Worcester, chairman of the MORI research organisation, last week confirmed this message in a speech to senior PR professionals. "Public relations has an image problem itself among some of its key audiences," he said. "Like weeds, these negative perceptions of the industry, if continued to be unattended can suffocate the healthy growth around them."

MORI research shows that between 1985 and 1986, the reputation of PR among two key City audiences—institutional investors and financial journalists—has declined sharply.

The reaction of the business press, pointed out Worcester, was particularly worrying. The decline in reputation of PR among journalists would "in political polling parlance be described as a 29 per cent swing against the industry."

Only the tobacco industry, he added, attracted more criticism. Even financial PR companies themselves are worried by this trend.

Piers Pottinger, chief executive of Lowe Bell Finan-

cial (which used to be called Good Relations City) believes that some companies "have had their fingers burnt by financial PRs and may be more cautious in future before they use PR again."

He particularly cites the problem of some consultancies "dreaming up ever more sophisticated and expensive financial advertising, PR, and research services which only confuse clients and encourage them to pay more than necessary." Lowe Bell's policy, he says, is "to stick to traditional financial PR—99 per cent of which is good press relations and dealing with financial analysts."

Many senior executives in client companies are also privately very unhappy with their financial PR advisers but are reluctant to air their criticisms in public. Pirbick's Peter Youdale, however, firmly believes that financial PR will only improve if its faults are made public.

Briefly, his experience of the last year started when he wrote to 20 leading financial PR companies seeking their help. Nearly half did not even bother to reply and the rest failed to inspire much confidence in Youdale.

Eventually Valia Pollen was asked to carry out a short-term project—publicity for a

management buy-out—at a cost of £2,000 plus expenses.

No publicity was generated and Youdale and Valia parted company.

Reg Valia, chairman of Valia Pollen, said yesterday that he regretted that Pirbick was unhappy with financial PR. "But over the past year we have not lost any of our financial PR accounts and have also won some 23 out of the 25 investor relations accounts for which we have pitched."

Youdale then mentioned his problems with financial PRs in a letter published in the FT leading, not surprisingly, to another 19 PR companies offering their services.

Youdale's experience this time was hardly any better. His criticisms fell into four main categories and were echoed by other companies. They were:

● the people pitching for the business were generally senior people in the PR consultancy, while the people likely to handle the account would be junior executives;

● during presentations, the financial PRs seemed more interested in talking about themselves than in establishing the communication needs of Pirbick;

● some consultancies had



little real expertise in financial PR, being consumer PR specialists eager to jump on the financial PR bandwagon;

● Some of the consultancy personnel seemed to lack what are euphemistically called "inter-personal skills."

"We were introduced to a large, bored-looking character who chain-smoked and smelt of alcohol," recalls Youdale. "Subsequently, we learned he was an ex-journalist famous for his contacts in City pubs with journalists and others."

Perhaps the most surprising aspect of the whole financial PR boom is that, in spite of comments like these, many companies are so willing to hire PR advisers.

"Growth is coming from a number of key areas," points out Richard Sermon, deputy chairman of Shandwick, a

leading financial PR specialist. "There is likely to be a resurgence of major takeover activity, following the election, and many more companies are aware of the importance of investor relations," he adds.

Acting for a company in a takeover bid is tantamount—in the PR world—to having a licence to print your own money. One consumer PR company, for example, which was caught up in a mega takeover bid last year earned some £500,000 in extra fees during the three-month bid battle. The consultancy's normal fee income from that account was closer to £100,000 a year.

Not surprisingly, this has led to many consumer and other types of PR companies seeking to join the financial PR world.

Biss Lancaster, for example, has developed from travel and

retail PR into financial, working for both S. W. Berisford and Barker and Dobson.

"We felt that the existing City PRs were a bit of a closed shop," points out Adele Biss, chairman of Biss, Lancaster. "We realised that there was no mystique in financial PR and that by adding our creative flair we could develop corporate communications for our clients."

One alternative is to make more use of in-house specialists. Two years ago Morgan Grenfell appointed an in-house PR adviser to work with outside consultants, a move subsequently adopted by other financial institutions in the City.

"Our outside advisers are our 'eyes and ears' while we look at strategy," points out Byron Ousey, head of PR.

talent from the advertising industry because of its known superior account handling capability.

Stemming from client companies' lack of management expertise, it emerges that design projects are often threatened when young managers, who have the power of veto of a design project, are put in charge. This is particularly true for packaging and product design though not for corporate and retail projects which tend to be treated as more important and so are handled at a higher level within the client company.

On August 11, members of the DBG and interested client companies with a contribution to make will get together to discuss the survey's findings—a sign that the design industry is, indeed, putting its house in order.

## Marketing abstracts

Sales training. P. Forsyth in *Marketing* (UK), February 26 1987 (2 pages). Points to the increasing use of technologies in sales training, with "chalk and talk" being replaced by things like computer simulation and interactive videotape. However, technical package designers must have a genuine knowledge of how training works, the market it must work in, and an understanding of sales techniques if training aids are to be successful. Briefly runs through the main groups of techniques now available—eg simulation games, programmed learning, films and videos—but argues there is no "best buy."

Service positioning through structural change. G. L. Shostack in *Journal of Marketing* (US), January 1987 (10 pages). Takes McLuhan's idea of a service's process equating to "the product" question whether processes managed for positioning purposes in the same way as physical goods are; sees processes as structural elements and looks at how they can be "engineered" for strategic positioning; outlines how services can be analysed according to their complexity and divergence and restates the "blueprinting" technique for mapping a service's dynamics, illustrating this with examples of a florist, a bank, and a general practitioner; lists structural changes which can be made, eg reducing complexity, and discusses implications of implementing change.

Sales lead generation from direct mail. A. Gradson in *Direct Marketing* (US), February 1987 (2 pages). Reports on how Bombardier introduced a new tractor for a widely dispersed market consisting of domestic consumers who would require the compact, multi-purpose product for lawn care, and business consumers, such as those in parks and recreation, describes how lead generation was created through a highly-targeted mailing, involving a questionnaire to establish that the audience was the right one; notes that they received a 6 per cent response (4,000 leads in all) and were so overwhelmed that a similar lead-generating exercise had to be carried out to find some dealers.

These abstracts are contained from the abstracting journals published by *Advertising Management Publications*. Licensed copies of the original articles may be obtained at a cost of £4 each (including VAT and a 6 p.p. each with order) from *Adm. PO Box 22, Wembley HA8 9D.*

## Why designers need to improve dialogue with clients

Feona McEwan reports that companies are confused, among other things, by inconsistent costing among design consultancies

understanding of the design/client connection, the newly formed Design Business Group, which is made up of the UK's leading 200 consultancies, set out to investigate company attitudes to the design industry. Results showed that the client/consultant dialogue, for all its achievements, is in many areas wanting.

Altogether 52 senior managers (from MD and marketing directors to brand and product managers) from 25 blue chip companies were quizzed in depth. So full of views were the interviewees that though the research company Pegasus

Walters initially requested just 20 minutes of time, meetings lasted between 60 and 90

minutes. Companies interviewed included major retailers, fast moving packaged goods companies and manufacturing businesses.

One point to emerge was that companies boasted rosters of consultancies under contract that in other fields would be regarded as unwieldy. One brewery admitted that it had up to 32 consultancies working simultaneously for it. However, more common among those interviewed was a raft of six to 10 consultancies. In advertising, by comparison, a clutch of three

or four agencies attached to the largest companies is generally regarded as plenty at any one time.

An issue that needed all companies interviewed was the business of costing. "There's still a feeling of being ripped off," says Jan Hall, spokesperson for the DBG.

What price an idea or creative concept is never an easy issue but what companies find particularly confusing is the lack of consistency in costing among different consultancies. Some tend to weight the

creative input at the start of a project while others weight the production costs at the end. Given that companies, with very few exceptions, have no design budget as such, finance continues to be a sticking point.

Jan Hall concludes that consultancies must therefore make clearer the added value of their work.

On the whole, clients choose a consultancy primarily for its creative reputation—but they want "controlled creativity"—though they admit they are ill-equipped to

judge this. Many claimed they had no one in-house capable of judging.

One of the loudest messages to emerge from the survey was the plea from client companies for more training in design management. This endorses what most consultancies know only too well—the dearth of design managers in companies who can manage the whole design process. Even in companies enlightened enough to have such managers (like British Rail, Olivetti) it is no secret that they are a rare species.

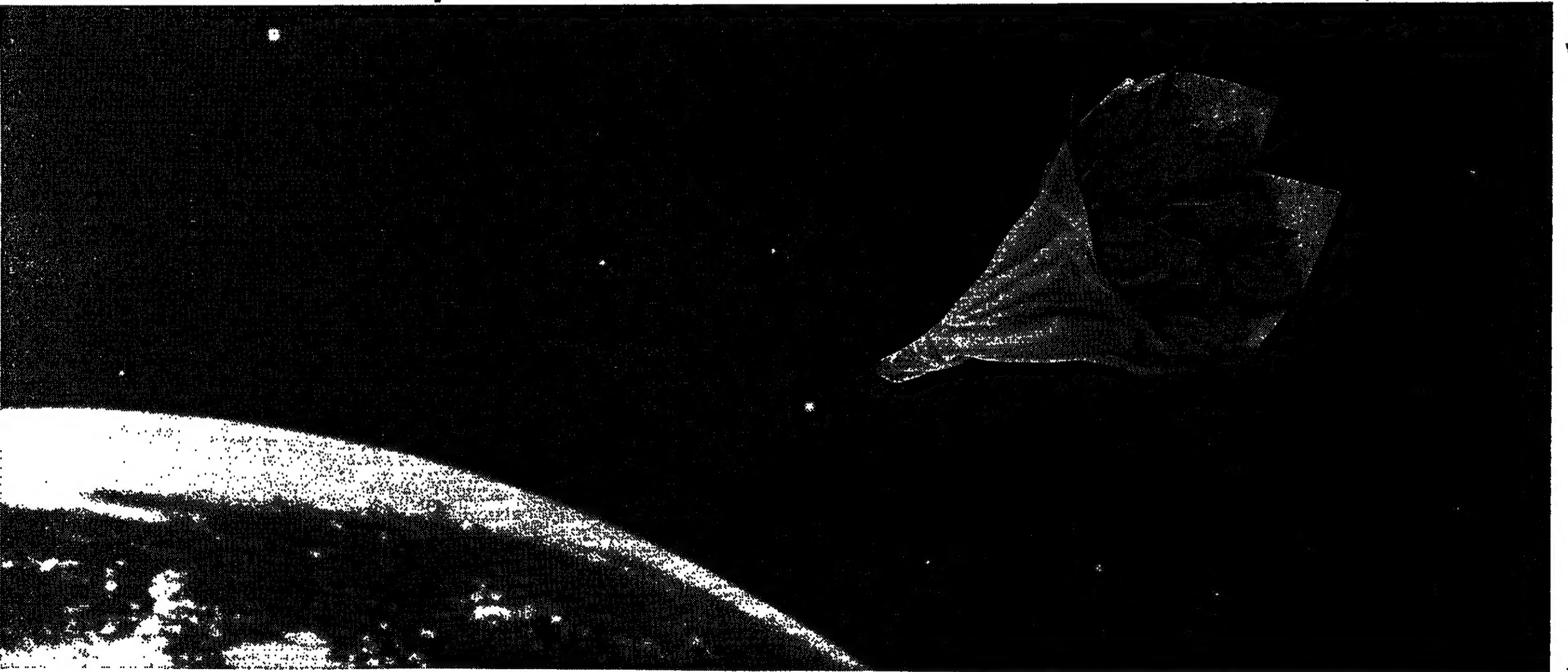
One of the problems is they have no obvious breeding ground. Certainly designers recognise the problem and are poaching

talent from the advertising industry because of its known superior account handling capability.

Stemming from client companies' lack of management expertise, it emerges that design projects are often threatened when young managers, who have the power of veto of a design project, are put in charge. This is particularly true for packaging and product design though not for corporate and retail projects which tend to be treated as more important and so are handled at a higher level within the client company.

On August 11, members of the DBG and interested client companies with a contribution to make will get together to discuss the survey's findings—a sign that the design industry is, indeed, putting its house in order.

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# Gluck outshines rain and neglect

heroes of a concert in the St. Harve Cathedral, in which the seven cantatas, of which "Seventh Cantata, Membra Jesu Nostri," was given without break. Each cantata, for soloists and large choir, adds its special note of individuality of texture and harmonic color. The whole is a linked structure of monumental severity. The experience was never dull, because of the subtlety of the music and also because of the marvellous virtuosity of the singing. It was almost too cultivated at times: a German choir would have been a more sound tougher and grittier. But that is being picky: the residence of the Monteverdi Choir and The Sixteen (who are probably the chorus in three of the four staged operas) practised Aix choral singing of the highest festival standards.

serious old timer, legs still in good order and investing "Broadway Baby" (which really belongs to Miss McKenzie or the sleekly unapologetic Elaine Stritch) with a welcome, defusing shimmy; and a stunningly re-born Lynda Beroz as a vampish, eye-rolling chief slut.

There is also the wondrous Adelle Leiza as a *Venezia* rumpant, Simon Green and Gillian Bevan as beautifully delineated juvenile shadows and the accustomed top class orchestration by Jonathan Tunick well realized under the musical direction of Martin Koch. A truly fantastic evening.

From calculated to frighten  
From audiences away than a  
programme of lesser-known  
works of contemporary artists  
of London filled for Tues-  
day's season was *Alejo* con-  
ducted by Oliver  
Cress—although those who  
turned out to have found it  
notably "difficult" or avant-  
garde challenges to tax them.  
The evening was in fact pro-  
posed to have been specifi-  
cally "Alderson's concert."  
That link in the case of the  
opening piece of the pro-  
gramme, *Carmen Arcadica*  
by the composer's nephew,  
Harrison Birtwistle, was not so  
much tenuous as unlikely to  
be acknowledged.

It was good to hear Birt-  
wistle's *Carmen Arcadica*  
again: a chattering mechanical

music-box for 13 instruments of surprisingly powerful resonance, for all its economy and brevity.

The songs and the "Wild Russian" music which Oliver Knussen has excerpted for concert performance from his opera *Where the Wild Things Are* were seriously spoiled by inept amplification of Rosemary Leach's voice, but the instrumental parts came through with panache from an augmented orchestra—would that all of our orchestras reliably played with such virtuosity and gusto. Colin Davis's *White Dance* for ten instruments is a brief, acerbic piece about 15 minutes long, full of energy and busy figuration. I liked its use of a "Missing movement" and its piquant instrumental combinations.

- LONDON

The *Paints Gallery*, Turner in the new *Close Clave*, the *Parade Request*, which amounts to nearly 300 oil paintings, finished and unfinished, and further 14,000 or so watercolours and drawings, has been a source of controversy and dissension ever since it came into the nation's hands more than 130 years ago. The *Paints Gallery* is a gallery to himself which would show all aspects of his work. Whether he would have approved of James Stirling's plan for the Tate is a suitable setting is a nice question. The larger paintings may be hung too low for one who lived in a more comfortable, less cramped, and more intimate Stirling, was decreed for the principal galleries is a far cry from the rich plan he is known to have planned. The vulgar taste of the entrance is a little to be recommended. But eight rooms for paintings and one for watercolours give room enough, and with the three reserved for sculpture, the painting but the few in restoration or on loan is on the wall.

artists he admired, Remon, Cezanne, Douanier Rousseau, Muz Picasso, Hotel Sale, S. Rue Thorigny, Paris 3E (4271 2421). Closed on Tuesdays.

**WEST GERMANY**

**Munich, Staatgalerie:** British art in the 20th century organised by the Society of Arts, The work of the 1910s. 1911-1914. 1914-1918. In Germany. The extensive display of 250 pictures and sculptures from 70 artists includes works by Henry Moore, Ben Nicholson, Francis Bacon and Anthony Caro. It should help to revise the prejudice that British art is provincial and has not been represented in the avant garde. Ends Aug 9.

**ITALY**

**Rome:** Alla Napoleonica and Museo Correr. Masterpieces and Italy's most 250 works by one of most poetic of 20th century French Painters. The exhibition includes paintings, drawings, and Matisse's entire output of sculpture (75 pieces in all), lent by private and public collections in France and America, and the Matisse in

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Dated: July 16, 1987

**THE ENGLISH** National Opera's next season opens on September 1 with two new productions and three revivals over 10 weeks including the first London performance of Stephen Sondheim's musical *Pastor Fears Overtures*.

This ensemble piece in the Japanese Kabuki tradition, with each cast member playing several roles, opens on September 1 and is introduced by John Warner, conducted by James Holmes, designed by Ralph Koltai and sponsored by British Home Stores.

The other new production is *Blasted*, The Pearl Fishers, with Philip Prowse making his ENO debut as producer. It will be performed with the original cast and introduced by the first London. Conducted by Charles Mackerras, the cast includede Valerie Masterson, Adrian Martin, John Connell and the Russian bass Sergei Leiferkus who makes his ENO debut.

The revivals are Richard Strauss's *Salome*, produced by Joachim Herz, conducted by Mark Elder with Josephine Brown in the role of Massene's Werther, with Anne Murray and Arthur Davies, also conducted by Mark Elder; and Jonathan Miller's *Maids* produced by Jonathan Miller, with the role of Hawwney repeating his title role performance.

His home, the Malmaison, was the place where the French painter Jacques-Louis David's *Marat* had gone, and more worryingly statues of Venus, Minerva and Juno by Joseph Nollekens are no longer in this country. These are the main exports of works of art from the UK in the first six months of the year.

All were temporary measures, but British institutions had no way of meeting their auction prices. Two items were retained—Benjamin West's vast painting of King Alexander, III of Scotland being rescued from a stag, which the National Galleries of Scotland raised a £975,027 to purchase, and a portrait of Virginia Woolf by the artist John Singer Sargent. The National Gallery bought for £30,000.

**William Weaver**

Though Donizetti had written over 30 operas before he composed *Alcina regina di Golconda* it can still be called one of a young man's work. Young, but not immature. The Russian influences are unabashedly evident, but they are absorbed, exploited, turned to Donizettian advantage. And that special virtuosic sweetness, the pastoral and elegiac aspect of the composer's personality, is an integral part of the texture of this semiseria work, which the Ravenna Festival revived last week, after nearly a century of oblivion. The last recorded performance seems to

moments requiring authority (Alcina is, after all, a monarch), the gifted soprano showed the flash of steel. In the grand finale, virtuosos sold the emotional sign of fatigue—more than justified, more than pardonable—but the total effect was impressive and heartwarming.

The protagonist was strongly supported. As Seide, the wicked vizier, Rockwell Blake sang with fiery bravura; and the second pair of lovers, a Seraglio couplet, Adelina Turchetti and Andrea Martin used their voices as well as the wits.

the whole city in the summer celebration. In fact, the programme is admirably inventive. The "Comedie d'Ante" are the readings with music from the Divine Comedy (this year's exceptional readers include the poet Giorgio Caproni and the composer Luciano Berio); late-night "festivities" take place in the "Palazzo del Popolo" and is a series of original recitals in the unique setting of San Vitale.

The elegant, small Teatro Alighieri has been tastefully restored (and blissfully air-conditioned), and it is the ideal size for Donizetti. The Orchestra Giovanile "Arturo Toscanini" of the Emilia-Romagna sounded full-bodied and smooth, under the brisk but not myrieking baton of Attonello Allemandi, young conductor of talent (even though he had occasional difficulty maintaining ensemble).

But Alina is a singer's opera; indeed, it is a protagonist opera, and this is the first time it had such illustrious interpreters as Pauline Viardot-Garcia. In Daniela Dessi, who essayed the part in Ravenna, the festival found an excellent singer. The role is not so demanding and flexible with a hint of Calais-like plangency. In the faithful lover; he moved with noble dignity and sang with lyrical warmth. One of the high points of the score is the "Quelche tempo fa" which is the first act: the four young artists performed it with splendid grace and humour.

Visually, this production was close to perfection. The story is set in India (where the sweet Provencal Alina has been first a slave, then the king's queen, and finally the dowry queen). Pasquale Grossi's schooled 18th century traveller's water-colours.

The performing edition of the score was prepared by Carlo Ballarín and Emilio Ghezzi; it will be published in 1982. I was asked to answer a number of questions about the tormented composition (Donizetti revised it considerably in its early years). No one can confidently answer the question "Why did he not finish it?" I suspect? Surely, in the 1890s triumphant wave of operatic verismo contributed to its shelving, along with many other semiseria works. But now the sensitive genre is again welcome. Alina may never be. May Alina finally regain her throne.

Saleroom/Annalena McAfee  
Record year for Christie's

Christie's but the other major auction houses by releasing its end of season figures yesterday. The results showed an increase of 50 per cent on last year's figures with results passing the £500m mark. Christie's made two world-wide sales in its first year, totalling £381,155,000. The London sale room in King Street showed the most marked increase in business: up 85 per cent on the same period last year. John Ward, company chairman, said, "In this season, which runs from July to July, "has been one of the most memorable in Christie's history."

Among the highlights was the sale of Van Gogh's "Sunflowers" for £245,500 and "His Father's Portrait of Trinquetaille" for £12,000. Twenty five other works of art made more than £1m. Several eminent collections were disposed of by Christie's including Old Masters from Chatsworth, furniture and silver from Knole and George Bullock furniture from Great Tew.

Yesterday, however, as the season dragged to an end the sales were less inspiring. But at a lower level, the increase in activity in the market was still apparent.

A single stone diamond brooch was the top lot in Christie's sale yesterday of jewellery and antique jewellery. The brooch, with cushion-shaped 4.87 carat stone more than double the size of the one which was bought for £23,100 by the London dealer S. J. Phillips. The same buyer paid £17,600 for a pair of antique diamond pendants which had been expected to fetch up to £14,000. A brilliant diamond target brooch, with a two-tiered diamond surround, fetched more than twice its estimate when it was bought for £12,650 by the London dealer Mosses. More diamonds followed in a nine-stone halo ring, a bridge ring and a £12,100 by a private buyer.

Still at Christie's, the sale of the library of James O'Byrne comprising 19th century art and architecture, made a total of £218,485 with 5 per cent unsold. The joint top lot was a four-volume first edition copy of Giovanni Battista Piranesi's *L'Antichita Romane* which was bought for £7,700 by the London dealer Sam Fogg. The same price was for four volumes of Vandy Fair dated 1390-96.



Thursday July 23 1987

## Rule books in the City

WITH THE publication of the voluminous rules of The Securities Association and the elaborate proposals on position risk capital requirements from the Securities and Investments Board, the full implications of the new regulatory regime for the London securities markets are now becoming clear.

All the talk about London being "deregulated" can now be put into its proper perspective. It is true that London retains certain freedoms denied in New York and Tokyo in terms of the combination of commercial banking and investment banking. But in most other respects the activities of securities houses in London will be tightly restricted by international standards. So much so that the main risk must be that business will drift away from London to alternative centres where the rules are not so tightly drafted.

Regulation is expensive, both in terms of the direct costs and the prohibition of potentially cheaper alternatives. The ultimate cost has to be borne by the investor, but there is doubt about whether he will always be prepared to pay. Within a closed society he can much more easily be prevailed upon to do so than in the open markets which have been enthusiastically developed in the UK.

Other markets within the European time zone have been losing business to London within the past few years because London has opted to liberalise its systems more rapidly. For example, the German stock markets have been seriously handicapped by the need to accommodate various regional, national and international financial institutions. The Swiss and Dutch markets have been held back by the high level of local transaction taxes.

### Prime objective

But these markets—or their political masters—must now be tempted to relax their own rules, or trim them to encourage the growth of international business in these alternative centres.

It is too early, however, to draw firm conclusions about the success or failure of the new regulatory regime in Britain. One of the prime objectives of the particular combination of statutory and self-regulation being developed in the UK has been that it should be flexible. The sys-

## Reform process in Taiwan

THE lifting of martial law in Taiwan for the first time since the nationalist government was established on the island in 1949 is the latest and most important of a string of long overdue reforms.

The removal of martial law and the economic changes such as liberalisation of financial markets and cancellation of foreign exchange controls are dramatic and welcome signals that the younger generation of modern pragmatists are gaining the upper hand in the ruling Nationalist Party. But although Taiwan appears in some respects to be moving at breakneck speed on social, political and economic reform this is a partial illusion caused by the fact that changes which should have occurred during the past two decades are only now being implemented. There is still far to go.

The aged and ailing President Chiang Ching-kuo now appears determined to leave his mark on history as the man who transformed Taiwan from a one party autocracy ruled by partisans elected 40 years ago on mainland China to a free liberal democracy. In reality, however, force of economic circumstance and rapidly mounting US pressure have been at least as important as concern with posterity. And further pressure from the US, whose support is every bit as important to Taiwan as it is to Israel, is inevitable until the highly restrictive trade barriers are dismantled. US textiles face a 66 per cent tariff in Taiwan compared to zero in Hong Kong.

### Trade surplus

The controlled economy was motorised rapidly towards crisis; foreign exchange controls pushed the foreign currency reserves from \$20bn to \$60bn in the past two years; soaring trade surplus took the growth of money supply out of control; the New Taiwan dollar appreciated by nearly 25 per cent in under two years.

These runaway figures underline the extent to which Taiwan has persistently failed to adjust and restructure its economy over the years. The excessive trade surplus results from a combination of the traditional obsession with saving coupled with lack of investment in modernising industry. Money

will be controlled by practitioners, and the day-to-day operational rules can be changed without the need for new primary legislation.

Yet a glance at the rule books of some of the new self-regulatory organisations must cast doubts on this supposed flexibility. The whole process has acquired a highly legalistic form which it was hoped at the outset could be largely avoided.

### Grave danger

It seems that the bigger securities houses may be relatively content. They have been brought fully into the decision-making; the position risk procedures, for example, have been fitted in with the general practice in the big international firms.

Smaller companies, however, may be much less happy with the way the markets are developing. There is a serious risk that there will be a polarisation of the markets in favour of its major players, not just because the rules have been drafted to favour them but because only they can afford the facilities—in-house compliance officers, for example—which are necessary to be able to extract the most out of the new set-up.

The rapid pace of innovation has been a major characteristic of the London financial markets, and it is a prime reason why they have grown so fast compared with overseas alternatives. Constrained by a new burden of detailed regulation, however, it may well not be possible for the smaller and more creative elements within the markets to operate as they have done in the past.

This may be unduly pessimistic. If a self-regulatory system is operated imaginatively and flexibly it may be possible to retain the more dynamic aspects of the City of London's securities markets. But judging by the weight of evidence, it seems that the system has been produced in recent weeks, there will need to be constant vigilance on the part of practitioners—led by those on the boards of the SROs—to ensure that the best innovative traditions of the past can be sustained, as well as that higher standards of investor protection and market stability can be ensured.

## Guy de Jonquieres looks at European disillusionment with the rewards of high technology



## Back to basics

Bon appear relaxed to the point of indifference, even though there is a mounting trade deficit in information technology.

"Why bother to make such a fuss about sectors which do not even account for 10 per cent of our national output?" said a senior economics ministry official recently. In his view, West Germany should concentrate on traditional industries such as motor vehicles, machine tools and chemicals, where it has proven competitive

'The aim today is no longer to scale the gleaming heights of high technology'

strengths, rather than pouring public money into glamorous new technologies where the risks are high and commercial rewards uncertain.

These reservations are shared by Siemens, West Germany's largest electrical and electronics company. Frequently chided in the past for being too slow to exploit promising high-technology markets, Siemens now insists it was right to be cautious. "Just look at all the new technologies, like robotics, which were supposed to become huge growth businesses but never took off," says one executive. France, perhaps more than

computer subsidiary of the American Honeywell group.

Several inter-related factors lie behind these trends. One has been the gradual recognition in Western Europe that achieving a commanding position at the frontiers of high-technology no longer guarantees high profits. Technology has become so mobile that every promising innovation quickly becomes the object of ruthless international competition, in which even the most successful players sometimes sustain heavy losses.

This realisation, in turn, has gone a long way to still the anxieties rampant in the early 1980s that Europe was in danger of being crushed by a technological hegemony exercised jointly by the US and Japan. US research spending on the Strategic Defence Initiative, once feared as a source of massive stimulus to America's civil and defence technologies, is today regarded by many experts on both sides of the Atlantic as at best of dubious commercial value, and at worst as a wasteful diversion of scarce resources.

Equally, the recent competitive weakness of the American economy has exploded the theory—much in vogue at the time—that the world was moving rapidly into a post-industrial era built around computers and chips, in which the US would enjoy an overriding advantage.

As for Japan, in spite of its stepped-up research effort in futuristic areas such as intelligent computers, the key reasons for its success in high-technology are now perceived to be much the same as in other export industries: enterprising and flexible management, meticulous attention to detail and highly efficient manufacturing.

Finally, within Western Europe, there has been a general shift towards deregulation, privatisation and other policies geared to enhancing the role of market forces. At the EC level, the practicalities of completing the internal market now command a much higher priority than do visionary blueprints for political integration.

Indeed, Europe's high-technology success stories of the 1980s have been electronics companies such as Italy's Olivetti and West Germany's Nixdorf, which have prospered without huge government support, or recoveries by companies like Britain's ICL which have largely shed their state-aided status as "protected" national champions.

Exactly where all these developments will lead in the longer term is, perhaps, less clear. From one vantage point, they can be seen as a general shift towards deregulation, privatisation and other policies geared to enhancing the role of market forces.

On the other hand, the shock of the early 1980s recession has led to a renewed emphasis on high-technology as a means of stimulating growth and creating jobs. In the early 1980s, the EC raised its sights above routine squabbles about farm prices and budget payments. Europe would be a duller place if the pendulum swung so far to the other extreme that it engendered a climate of complacency, in which the risks and challenges of high-technology were no longer considered worth stamping.



## Oil and Honour—The Texaco Pennzoil Wars

By Thomas J. Pettengill Jr.  
G.P. Putnam's Sons: \$19.95

IF YOU ARE lazing about on an Italian beach, think twice before picking up the latest 500-page treatise on the legal battle between Pennzoil and Texaco, the US oil industry's nearest equivalent to the David and Goliath saga.

After turning a few pages idly on the stack, I was still reading with red-eyed suspense as dawn broke the following day. Perhaps this was appropriate, since many of the characters rushing through these pages seem to regard litigation as just a slick ploy in life's real business of liberating one's neighbour's assets.

Thomas Pettengill, the Wall Street Journal's deputy bureau chief in Houston, Texas, has managed to tell this remarkable tale with all the pace and more drama than 'Dallas' at its best, without any sacrifice of authority.

The whispers, blandishments and threats which echoed between boardrooms, hotel suites and the banking system's well-dressed touts are rendered with an abundance of verbatim dialogue spiced with obscenities and cynical wit.

The racy dialogue is not the product of a journalist's fictionalising imagination. The American legal system provided Pettengill with 50,000 pages of affidavits and hours of video testimony. To this he added 200 interviews as part of his coverage for the Wall Street Journal and a further 50-long interviews for the book. These were used to flesh out the evidence before the Texas jury which awarded the largest damages in history.

The \$11.1bn damages awarded to Pennzoil has brought its famous and much larger adversary Texaco to the edge of bankruptcy, but the story is not over by any means. Texaco still has a chance of having the judgment reversed in the US Supreme Court. If it fails, the world's fifth largest oil company risks being wiped off the corporate map.

Pettengill's account of the story so far includes an excellent analysis of the legal and factual issues at stake with sensible—and restrained—comments on the implications for corporate America.

The immediate cause of this bitter legal war was Texaco's purchase of FKI Oil in 1984 for \$9.58bn, only a few days after the Getty board had agreed to sell three-sevenths of its assets to Pennzoil for a price per share which was 10 per cent lower. Texaco vigorously maintained that it did nothing wrong in making a higher bid, and that the Getty Oil directors were free, and indeed had a duty, to accept a higher offer.

But the jury in that sweaty

courtroom decided otherwise. It said that although the Getty directors had not signed any agreement, a verbal contract had been struck and that Texaco had wrongly interfered with it.

The case was heard before two judges who, to say the least, appear to have been colourfully "Texaco". The first judge, who gave up through ill-health half way through the trial, had a close relationship with Pennzoil's flamboyant lawyer, Joe Jamail. The second judge took over without reading the trial record, almost gloried in his ignorance of the New York laws which were supposed to govern the proceedings.

Pettengill provides fascinating background to the personalities involved in the trial, with many telling anecdotes and details, such as Jamail's former feat of convincing a jury that the city of Houston was "delightful" in a savagely cynical light. The best example is when Pennzoil's chairman, Hugh Liedtke, a wily lawyer and a veteran of hostile takeovers, assumes the persona of a backwoods farmer lamenting so much wickedness in town.

The first section, almost worthy of a book on its own, chronicles the rise of the oil empire founded by the legendary J. Paul Getty and its sad decline, so closely linked to the old man's obstinate pride and the suicide of his oldest son, George.

The centre of the drama is shown to be the mercurial younger son Gordon, clever and artistic, but a dilettante, and a prodigal in his father's eyes; a man with no natural inclination for business suddenly at the centre of the biggest take-over battle in history.

The climax is Gordon Getty's splendid remark to John McKinley, Texaco's ill-starred chairman: "I accept. Oh! you're supposed to give the price first."

Although Pettengill's critical analysis is constantly let down by basic motives, he avoids taking sides. His imagination is too subtle to create villains, though Liedtke, Jamail and even the vacillating Gordon Getty are vivid enough to be anti-heroes; and McKinley emerges with all the still requisite of a Lone Ranger. So to tease out the conclusion, well... you really have to read it, if you can spare a night or two.

Max Wilkinson

## Dearing goes private

Sir Ron Dearing, who announced his early retirement as head of the Post Office yesterday, has made a habit of going against conventional expectations.

As a civil servant, he was one of the very few who joined the service as a clerk straight out of school without a degree and yet still made it to the top. The 10-year-old Dearing, joining the Ministry of Labour in 1945, had to travel a long way to become the deputy secretary in charge of nationalised industries at the Department of Trade and Industry in 1971.

Equally surprising was Mrs Thatcher's decision in 1981 to put him in charge of the Post Office, newly separated from British Telecom. The Prime Minister's choice of a civil servant and nationalised industries in almost equally low esteem at the time.

But her instinct has been convincingly justified by Dearing's record, which he was reviewing in his wry manner yesterday. Even consumer groups admit they find it difficult to become angry with him personally.

The Government's view of him is clear from the fact that it tried to persuade him to stay on. But Dearing, 56, already has several offers from the private sector to keep him busy.

He is now looking for a new challenge.

## Men and Matters

day when English Tory MPs tried to help the beleaguered Scottish Secretary, Malcolm Rifkind, by showing an unusual interest in affairs north of the border. Canavan went down to defeat by 181 votes to 41.

Churchill was Prime Minister when the Tories were last in power, and he was then George Wigg, a noted procedural strategist. With none of their words being reported, MPs quickly decided on that occasion that there was no point in continuing the debate, and the day's proceedings were brought to a premature end.

### Computers right

No democratic Portuguese party has ever won an overall majority let alone a landslide victory in this or any other country.

So it was natural enough that when early returns started coming in for last Sunday's historic election of the Social Democratic Party (PSD) and its charismatic "let's roll up our sleeves and get this country going forward" leader, Anibal Cavaco Silva, PSD officials should stare at their shiny new computers in disbelief.

Seventy per cent here, 65 per cent there. The graphs, only programmed to rise to 50 per cent (7 per cent above what was needed for a majority and a target even the most optimistic PSD officials doubted they could make) were shooting off the screen. Projections were going haywire.



"Another late sitting—perhaps they've voted themselves overtime as well as a 22 per cent increase."

After which, out came the champagne bottles and a hilarious time was had by all, especially the computer programmers whose skill with the software had been indicated. In the end the PSD won 50.1 per cent of the popular vote and Portugal set itself more steadily on course for modernisation and development in the European Community.

### Win and lose

Tony Gatliff was about £7.5m poorer yesterday afternoon than he was on Tuesday morning just before FKI Electricals, the electrical engineering company he has built from a humble manufacturer of parking meters, announced its agreed takeover for Babcock International.

or down on the share price makes a difference of £250,000 to his personal wealth. Nevertheless, Gatliff can still afford to smile with a holding worth £42m, the fruits of 14 years at the helm of a leading management buy-out of Fisher Karpark.

Gatliff will be a lonely man, however, if his fellow executives at FKI Babcock begin to realise about the pre-merger accounts of the legal and financial issues at stake with sensible—and restrained—comments on the implications for corporate America.

Yet Whalley, FKI managing director and designated deputy chairman and operations director of FKI Babcock, leads the list. He finished a 10-year stint at Babcock as managing director of its switchgear and transformer operations.

FKI directors Rodney Morgan and Bill Wood also previously held executive positions at Babcock, as did group financial controller Mike Wedgwood.

### Own label

Some marriages are made in heaven, and some, it seems, in the telephone directory. For who should come to the aid of loss-making clothing manufacturer, Goodman Brothers, but a Jersey-based businessman, Gerry Goodman. He is injecting his privately-owned retail interests, which include 20 Benetton shops, and becoming chairman of the new group.

Goodman is no relation to the original Goodmans who started the company in the mid-thirties. Neither is his son, Paul, who became a director responsible for the retail division. Neither, for that matter, is Harold Goodman, who currently works for Gerry Goodman, and who takes on the finance director mantle. He is not related to any of the others.

Matters will be happily resolved once the deal is completed. The company is going to change its name to Goodman Group.

Observer



Quality in an age of change.



THERE IS a profound temperamental difference between those who blame the world's ills on some or other aspect of money—for example the billions of dollars moving across the exchanges every day or the fear of an international banking collapse—and those who look at the "real forces" of political economy.

But even those of us in the second camp need to look at the world money game to make sure that it does not aggravate or magnify the real maladjustments or cause wrong signals to be transmitted.

Examples of where the money and exchange rate systems failed to give the right warnings are many. They include the concerted over-expansion of the main industrial economies in 1971-73 (the Nixon-Heath era) which terminated in an explosion of oil and commodity prices, and inaugurated a decade and a half of "stagflation"; the excessive use of bank finance to recycle the Opec surpluses and the finance government borrowing in the 1970s; the US budget deficits financed by increasingly precarious overseas borrowing in the 1980s; monetary or fiscal overkill at various times in the 1980s, especially in West Germany and Japan, and the large swings in the dollar in the last few years.

Constructing a system which would have provided better signals on even one or two of these occasions will be neither intellectually nor politically easy.

It would also be best to start from the key elements which now exist: that is three main world currencies: the dollar, the mark, and the yen, to which the other developed countries are attached in varying degrees.

The reason why France and Britain are so anxious to keep the Group of Five in existence as a closed club apart from the Summit Seven (which includes Italy and Canada) is plain. The Seven are too large a group for intimate negotiations, and it will be all too tempting for the US, Germany and Japan to come together as an informal inner directorate.

But this inner directorate will develop in any case. Rather than fight a losing battle against it Britain and France should see their role as contributing to the process of ideas which are in none too plentiful supply.

While in the past French governments have been a little too glib with ideas of a debating kind, the British Government has been too reticent, partly because the over-serious system of Whitehall clearance is unsuited to the promotion of ideas which are not intended to be a detailed blueprint, and partly out of a desire to keep in step with German ultra-

## Economic Viewpoint

# Some modest steps towards a reform of world money

By Samuel Brittan

caution. For the foreseeable future the US, Japanese and German governments will be unwilling either to practice benign neglect towards their exchange rates or agree to a permanently fixed relationship. The arrangement may be described either as managed floating or as wide, movable (and unpublished) target zones. The reality is one of intense mutual surveillance with temporary and half-spelt-out understandings, often reflecting fear rather than positive agreement on an exchange rate pattern.

What is most clearly lacking is any common understanding of the domestic monetary policies required to back up any currency understandings among the Big Three; and the role if any of fiscal policy. The IMF indicators are too many and too capable of alternative interpretation to provide a focus for co-operation.

Among economists there has been a gradual, and still controversial, shift towards seeing fiscal rather than exchange rate policy as the clue to the balance of payments.

This is an aspect of the simple identity that a country's current payments deficit (if it has one) is the difference between domestic investment and domestic savings.

To narrow this gap, the saving-investment gap, has also to be narrowed. The main

policy instrument will be bringing the budget into better balance. But governments can also help by removing tax inducements to borrowing and increasing incentives to saving. The same thing applies the other way round to countries which are worried (or are forced by their partners to worry) about excessive current surpluses. They have to unbalance their budgets and/or encourage domestic borrowing and remove inducements to saving.

Prof. James Meade has pointed out that if governments were to adopt wealth objectives, which included overseas assets in the definition of wealth, in place of balance of payments objectives, they would not need to agree with each other on what these objectives should be.

Be that as it may, the primary instrument of either a payments or a wealth objective would be fiscal policy.

There can be an advantage to a deficit country in being able to supplement fiscal tightening, with exchange rate depreciation to make it more profitable to switch freed resources into exports and reduce the likelihood of recession. This is what the UK did a year ago when sterling was allowed to fall under the impact of lower oil prices.

But this flexibility (which depends on money illusion or

rigidities in wage-fixing) has to be set against the greater stability and predictability of the exchange rate in a wider monetary union. Texas and Scotland both forego the ability to devalue for the sake of the benefits of belonging to a single currency area.

If Britain were to join the EMS, the problematic gains from being able to devalue against European countries would be reduced in return for more predictable and stable exchange rates within an area accounting for more than half of British trade.

That, however, is something of a digression. The problem with the Big Three system of the dollar, yen and D-Mark (or of a G5 or G7 system) is that it lacks an anchor.

Something more than agreed exchange rates between the Three is required if the world is not to suffer from an inflationary or deflationary bias.

The case for relating monetary expansion in the Big Three to Nominal GDP has been made frequently in this column. But the fact has to be faced that getting Nominal (or real) GDP depends heavily on forecasting and estimation and is far removed from the prices reported daily in the market place.

At least as a check, it would be worth trying to stabilise—by side a dollar and some index of world commodity prices. This

would probably not be the general commodities shown in the chart, but a carefully chosen list of key materials.

During a time such as the last few years, when the terms of trade of commodity production have been falling relative to manufactured goods and services, a stable commodity index would not guarantee overall price stability. But it would prevent an inflationary take-off, and within the broad guidelines there would be plenty of room to experiment with fine tuning.

A commodity price objective would have been a powerful warning against the inflationary boom of 1972-73 and 1978-80. It might also have signalled the over-doing of monetary stringency (despite the misleading messages of the monetary aggregates) in 1982-86.

In 1967, a commodity approach might suggest that the best time for stimulation in the industrial world has already passed. Yet it would also show by reference to the fact that commodity prices are still below those of 1964-65, that current inflationary alarms are overdone on a global scale, although not necessarily for the US or UK.

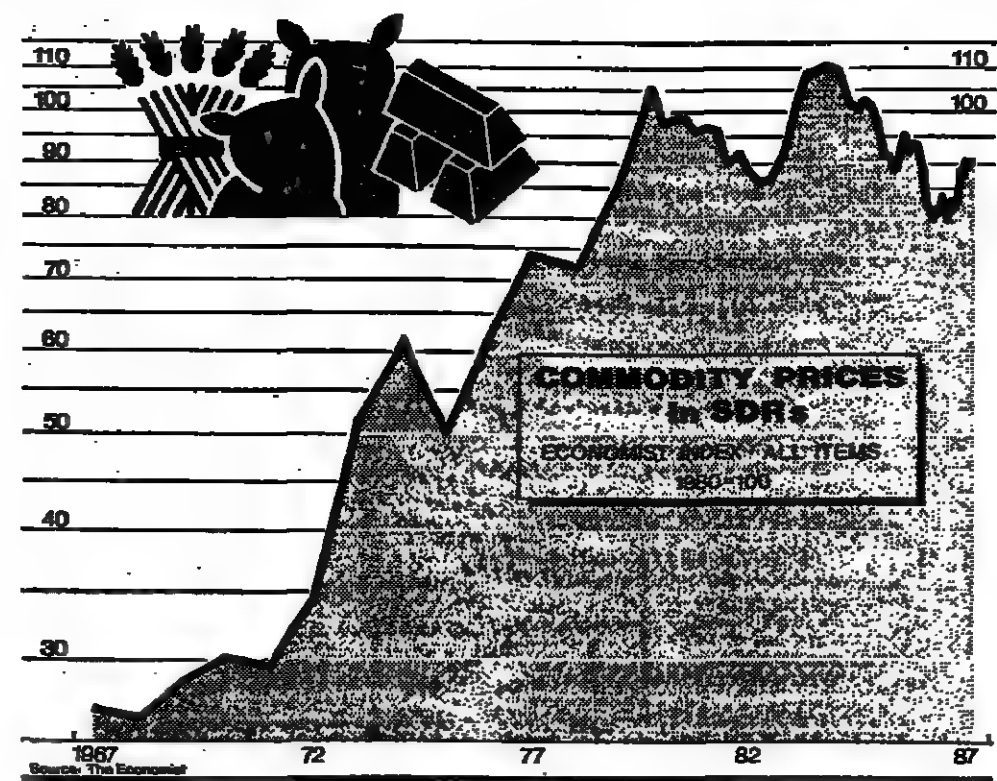
A commodity price objective would work with the grain in many ways. It would tie up with the desire of some US Federal Reserve members to side a superior lodestar to the monetary aggregates.

Moreover, it would be a positive advantage if countries followed a commodity price index denominated in their own currency. For this would have a restrictive influence on countries with weak currencies such as the dollar, in terms of which commodity prices have risen most this year, and an expansionary bias in the hard currency yen and D-Mark areas where commodity prices have risen least.

For national monetary policies, commodity prices are best used as a policy indicator, until we are far more sure of our ground. But when it comes to international currency units such as the SDR or the Ecu, one might go further and advocate a definite commodity standard.

One reason why these units are so friendly is that they are now simply baskets of existing national currencies. If they were defined in terms of a batch of commodities, they would have far more attractions. There would then be a point in national governments trying to stabilise their currencies against the SDR or Ecu, as a guarantee of anti-inflationary virtue which it would not be today.

Ultimately, no monetary system can simply be based on promises to exchange one piece of paper against another, which is all we now have both domestically and internationally.



## Lombard

# North-South: how the City can help

By John Plender

THE City of London attracts the best brains in the country and puts them to work in a frenetically innovative environment. It pays them fat salaries that are widely respected, so contributing to the impression of a North-South divide in the British economy. Why, you might ask, has all this highly paid talent failed to crack one of the country's most pressing financial and social problems: the obstacle that the housing market puts in the way of people who want to move from the depressed North to the South, where financial and other service industries thrive?

There is an obvious solution to hand, in the shape of the equity-linked mortgage. In slightly over-simplified terms, this would permit the home owner to leave, say, a £50,000 house in the North for a £100,000 one in the South on the basis that the lender charged half the going interest rate on the new mortgage in exchange for a half interest in the equity of the new house. The home owner sacrifices 50 per cent of the capital appreciation, which sounds tough. But for most practical purposes, the financial outcome is not so different from buying another £50,000 house; and the prospect for capital appreciation on that £50,000 may be better in the prosperous South than north of Watford.

Most of those in building societies, banks and elsewhere who have tried to promote equity-linked mortgages have found plenty of enthusiasm among employers and the general public. The difficulty appears to lie with the providers of the funds. For banks and building societies, which have to pay market rates of interest on their deposits, it is not possible to invest in an asset which yields little more than half the expected return in the form of income, while the rest takes the form of a capital gain. So they have to introduce their potential equity-linked borrowers to institutions such as the pension funds, for whom the distinction between capital and revenue is largely irrelevant.

For the tax-exempt pension funds, a well-packaged collection of mortgages ought to look relatively attractive. The risk is low, compared with the risk in equities, because the house provides sound security for the loan while the individual's earnings provide cover for the interest. Since house prices tend, over long periods, to follow the trend in earnings, equity-linked mortgages are well matched to earnings-related pension liabilities. And over the past two years the average equity-linked mortgage would have shown the investor a much better return than gilt-edged or commercial property, though it would not have kept pace with the return on UK equities.

Why, then, has the idea failed to take off? One objection is that mortgages are simply not sufficiently marketable. This seems a little academic, given that pension funds are supposed to be in business for the long haul. Nobody suggests that mortgages should represent a huge chunk of the portfolio (or indeed that the volume of pension fund money in home lending should reach the point where house prices are dramatically affected). And despite the 20-25 year span of the normal British mortgage, the average life is less than 10 years because of early repayments.

Equally to the point, lack of marketability should not be an obstacle when innovative financiers have learned the art of securitisation, whereby even the humblest car loan can be turned into a tradeable financial instrument. Could it be that all those clever folk in the City have so far only come up with the financial equivalent of the Humber Bridge?

Maybe. But a further possible explanation is offered by Mr Robin Ellison, a director of Finance for Housing, one of the first in the field. While pension fund managers and trustees have shown interest, he says, their merchant bank advisers are almost always against, on the grounds that the investment is outside the mainstream and does not sit neatly with their own experience or existing management structure. More City short-termism? Sheer conservatism? Or is it simply that merchant banks stand to make more money from their clients dealing in equities and gilts?

## Aid and trade: Altruism is not enough

From Mr J. D. Kimber

Sir,—The letter from Mr Graham Clark of Swansea University (July 18) in many ways exemplifies the key problem in the debate on aid and trade: the dichotomy between development economists and industry.

Some comments on one or two of Mr Clark's points will set this theme in context. Firstly, Mr Clark does the Minister for Trade an injustice. His department, the DTI, is well aware of the Toys and MacQuiside case study report referred to, and criticised it in its release in 1986 for using out of date evidence, irrelevant to today's Aid and Trade provision.

Secondly, no one has ever said that the primary purpose of overseas aid is to secure contracts for British industry. Both the DTI and industry fully acknowledge the developmental importance of UK aid spending. Their quarrel is that developmentalists do not recognise how important aid is to industry and to the extension of the British economy.

Thirdly, Mr Clark is absolutely correct: effective planning on aid from the UK and is necessary, but the emphasis must be on effective. In contrast to the oft quoted "Cambodian bus" case, industry has been able to exploit the Overseas Development Agency executed developmental schemes delayed by lengthy, unfocused data collection, measured on questionable criteria imposing bizarre demands on developing countries, producing uncertain (ie potentially negative) benefits and costing the British taxpayer a lot of money.

Both industrialists and developmentalists then, are well armed with evidence, assertion and innuendo, but merely to maintain the barrage gets us nowhere. In such a war of attrition, the real enemy, the size of the UK aid budget, slips quietly by.

Britain's share of total spending on aid is small and falling. In 1986, the UK's aid budget ranked sixth out of the Group of Seven countries, Canada, with a much smaller economy than ours, came only 0.1 per cent behind. The UK's official development assistance grew by only 9 per cent from 1983 to 1986 compared with a 22 per cent increase by West Germany, 35 per cent by France, 80 per cent by Japan and 191 per cent by Italy.

Is it not in the interests of all sides to work together for more and better aid? This can only be achieved by each side fully acknowledging the legitimacy of the other's concerns,

## Letters to the Editor

rather than tearing each other down. Basic altruism, as the evidence suggests, can only advance the argument so far. Altruism and self-interest, Alan Clark's "mutual recognition of profit and advance" could prove an irresistible combination. J. D. Kimber, Watson Cottage, High Street, Welham on the Wolds, Leics.

### Welcome assistance

From Mr H. Hornsby

Sir,—We applaud the recent speech by Mr Alan Clark, Minister for Trade, in which he advocates that Government aid should be increasingly directed towards assisting British manufacturers to compete with foreign firms to obtain export orders for capital equipment. Our principal competitor countries allocate far more aid than the UK Government does for British manufacturers. Recent figures published by the Overseas Project Body show that Germany each allocate up to four times as much aid in bilateral form compared with the UK.

We particularly welcome Mr Clark's statement that the mechanics of the Aid and Trade Provision (ATP) scheme should be improved so as to be more easily accessible to smaller firms. This cannot represent through its 18 trade association members, nearly 1,400 companies in the mechanical engineering and metal forming sectors, varying from large to small. We have for a long time advocated simplification of the present bureaucratic application procedures, and are at this moment working up specific proposals to this end.

We also strongly support his proposal that the administration of ATP should be a function of the DTI. There is no logic in this function being handled by another department, while the British Overseas Trade Board and its projects and export policy division fall within DTI. The present system, merely makes it all the more difficult for manufacturers, particularly small ones with limited resources, to find the time for all the consultations that are necessary.

Harry Hornsby, Director-General, Council of Mechanical and Metal Trade Associations (COMMET), Artillery House, Artillery Row, Westminster SW1 NO 1S-8/84

### Thoughts on think tank

From Mr N. Butler

Sir,—A think tank of the left, as proposed in John Lloyd's article (July 20) requires not just funds and enthusiasm, but also some guiding principles. To begin with, such a body would do well to revive the concept of the public good—in economic terms a welfare function not maximised by the operation of market forces alone. No one on the serious left can ignore the role that markets do and should play in the provision of products and services, but that role must be balanced by legislative intervention, subsidy and taxation in order to maximise public welfare. The key to achieving the optimum public good is the creative use of public power through central government, and it is on this that any new body should focus.

Government has become so unfashionable that the potential of public power has been neglected. Error of public policy have been used as arguments with which to justify a reduction in the role of the state, rather than as problems requiring rational or rethinking. Just as the Institute of Economic Affairs and the Centre for Policy Studies have been dedicated to reducing the role of government, so any new body should be concerned to correct the imbalance by analysing and optimising the use of public power. Such work is urgently needed in the many areas from housing policy to the international debt crisis where market forces are proving not just inadequate but detrimental to any rational definition of the public good.

Nick Butler, Fabian Society, 11 Dartmouth Street, SW1.

### Instant payment baffles Revenue

From Mr E. J. Steel

Sir,—I refer to the Men and Matters item, Taxman's Windfall (July 21) but cannot understand how Mr Fletcher's suggestion is effective.

Surely the use of a courier to take a large cheque to the Bank of England would not result in the Bank setting cleared funds any sooner, as the cheque would still go through the normal two-day clearing cycle. Since interest is based on cleared funds, there should be no benefit to the Inland Revenue or Exchequer.

Instead, the Revenue might encourage the use of electronic funds transfer, typically by the CHAPS system, which gives an immediate transfer of cleared funds. The Skipton Building Society did attempt this on one occasion last year and payment was made to the very same bank account specified on the Revenue's paying-in slip. The result was a call from the collector a few days later to remind us the payment was overdue.

We then had some difficulty explaining the electronic funds transfer and proving that the payment had indeed been correctly made (despite a minor hitch). In the end, Barclays and the Bank of England came to our rescue and confirmed our story. The Revenue's view seemed to be that they would prefer to stick with a good old-fashioned cheque or paying-in slip.

Sadly, I doubt whether the IRF will fight for the society to be rewarded for this suggestion.

R. J. Steel, Chief Accountant, Skipton Building Society, High Street, Skipton, North Yorks.

### BA-BCal: market power essential

From Mr N. R. Z. Martin

Sir,—Mr Savers (July 21) doubts the practical benefits of the BA-BCal merger and questions the commercial merit of the proposal. Such considerations are best judged by the prospective airline's management. Others should confine their concern to matters of the public interest.

Current opinion on this matter is split between those who see the merger as preserving the international strength of British airlines in the face of the potential demise of BCal, and those who fear the monopoly position that the merger may create in the domestic market. Yesterday's offer by Air Europe to buy the European and short-haul routes of BCal shows that the divestment of such routes by the merged airline is a practical solution to the problem, and one that has been used before in corporate mergers where similar public interest issues have been raised.

Market forces are not the dominant regulating factor in the international air travel market. In these circumstances, an element of market power is essential to ensure an airline's continuing success and survival.

Those who do concern themselves with the national interest should thank their lucky stars that BA is willing to merge with BCal, rather than allowing it to lose profitable routes to foreign competitors. Nicholas R. Z. Martin, 19 Brugharne Ave, SW4

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## Sudden resignation hits NZ takeover controversy

BY DAI HAYWARD IN WELLINGTON

THE SUDDEN resignation of Mr Lyn Papps as chairman of New Zealand Forest Products has furthered concern over a possible closed door arrangement between NZFP and Amcor of Australia and possibly Fletcher Challenge, the New Zealand group which has extensive forest products interests internationally.

Mr Papps was one of the strongest opponents to the bid by Fletcher Challenge to take over NZFP. This was rejected by the New Zealand Commerce Commission, but has now again been reactivated by Fletcher Challenge.

As a defence move, NZFP and Amcor are attempting to link their pulp and paper operations. Mr Papps was involved in the first approach to Amcor last year.

In the brief statement announcing his resignation, Mr Papps, who is 67 years of age, gave no explanation except that it was for personal reasons. He is to remain a director of the company.

His position as chairman will be taken by Mr Bob Gunn, who is also chairman of RADA Corporation. RADA was set up as a subsidiary by NZFP and owns 25 per cent of its parent company. RADA has agreed to sell its stake in NZFP to Amcor

if the New Zealand Commerce Commission gives the go-ahead for the Amcor-NZFP merger.

Mr Papps is one of the busiest company directors in New Zealand, serving as chairman or a director on probably more companies than any other New Zealand businessman.

Some commentators have pointed out that a more logical time for Mr Papps to step down would have been at the annual meeting of NZFP in August. Instead, his resignation statement said it was effective immediately.

Mr Russell Pettigrew continues as deputy chairman of NZFP. Mr David Melkison has been appointed to the board, joining the managing director, Mr Stan Wallis, as a second director for Amcor.

There is some suggestion that the New Zealand directors of NZFP have become concerned at the growing influence of the Australian-based Amcor within Forest Products.

Mr Papps says the change of chairman does not reflect a change of policy for NZFP, and says his personal relationship with Amcor is very good.

BAXTER TRAVENOL Laboratories, the US health-care concern, has appointed Mr Vernon

R. Loucks, Jr, 52, chairman, in succession to Mr Karl D. Bays, also 52, who resigned with effect from July 1, to become chairman and chief executive of IC Industries, the Chicago-based conglomerate, formed out of the Central Illinois railroad.

Mr Loucks continues as president and chief executive officer. Mr Bays continues as a Baxter Travenol director.

Baxter Travenol has also announced that Mr Silas S. Cathcart has resigned as a director, reducing the size of the board to 15 members. Mr Cathcart was recently elected president and chief executive of Kidder, Peabody Group, the US investment house.

MR FRIEDHELM JOST, 54, is to quit his position at Commerzbank, the Düsseldorf-based bank, as executive vice-president and head of the International Banking division.

Mr Jost has been with the bank for 36 years. No successor has yet been named to take over from him.

Mr Jost told Reuters he had asked the bank not to renew his present contract, when it expired, but gave no definite leaving date. Where he is to go is uncertain.

## Mitel finds an Ottawa chief out of London

By Robert Gibbons in Montreal

MR JOHN JARVIS, a 44-year-old computer and telecommunications industry veteran with broad consulting experience in Europe and the US, takes over as president and chief executive of Mitel Corporation, the Canadian telecommunications maker, in Ottawa next week.

Mr Jarvis is now head of PA Computers and Telecommunications in London, and he succeeds Mr Anthony Griffiths at Mitel. Mr Griffiths becomes chairman of Mitel's board. He took over leadership after British Telecom bought 51 per cent of the troubled Mitel late in 1985, and he has streamlined the company and brought its costs under control.

Mr Jarvis, an Oxford mathematics graduate, is moving with his family from London to Ottawa. It will be the first time he has worked for a British Telecom company.

Mitel's main product is telecommunications switching equipment and it expanded heavily under the leadership of Mr Michael Cowpland, its founder, in the early eighties. Mr Cowpland remains a director. "Mr Griffiths has turned Mitel's finances around," said Mr Jarvis, after the company's annual meeting in Ottawa last week.

## Buyout bid brings steppings-down at Marine Midland

BY KEVIN HAMLIN IN HONG KONG

MR JOHN R. PRETTY, chairman of Marine Midland Bank, and its president, Mr Geoffrey A. Thompson, have resigned from Hongkong and Shanghai Banking Corporation's board to avoid any possible conflict of interest connected with HK Bank's offer to acquire the 48 per cent of Marine Midland that it does not already own.

At the same time, Mr Charles G. Blaine, a non-executive director of Marine Midland, has joined HK Bank's board. Marine Midland has two members on the board of HK Bank.

## Mellon makes switches

MELLON Bank Corporation, the Pittsburgh-based parent of Mellon Bank, one of the top 20 US banks, has appointed Mr Anthony Terracciano, at the moment vice chairman of Chase Manhattan Corporation, president and chief operating officer, with effect from tomorrow.

Mr Terracciano will take over as president from Mr George T. Farrell, who has been appointed senior vice chairman of Mellon. The position of chief operating officer is one newly created.

There are indications that this change may be a temporary measure that will last until a sub-committee of Marine Midland's board, set up to examine the offer, has made a recommendation to minority shareholders.

HK Bank offered US\$ 70 per share in cash, or US\$67m, for the 48 per cent of Marine Midland it does not own. HK Bank won control of Marine Midland in 1981 after a lengthy battle with US banking regulators and politicians.

Mr Terracciano and Mr Farrell are to be members of the newly-formed office of the chairman, which will also include Mr Frank Cahouet, the chairman and chief executive; Mr Richard Daniel, vice chairman and chief credit officer; and Mr W. Keith Smith, vice chairman and chief financial officer.

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This challenging position arises in a modern manufacturing business unit (T/O c£10m) part of a major Public Group (T/O £900m) whose high technology products enjoy worldwide reputations.

A qualified accountant aged 30-35, with relevant industrial experience is required to be responsible to the General Manager for the overall administration of the accounting function and act as Project Manager for the installation and implementation of new computerised systems.

As a key member of the management team, he/she will provide financial advice on all aspects of the Company's activities with a view to improving the efficiency and profitability of the unit and its overseas subsidiaries.

Candidates must also demonstrate the potential to assume increased responsibilities in line with planned expansion.

Applications under ref RC238 to:

Miss Marion Williams,  
The McCann Consultancy,  
Hazlitt House, 4 Bouverie Street,  
London EC4Y 8AB

PA TO PARTNER

£23k - London

A new appointment, which will appeal to an energetic and accomplished ACA with a personal potential. This role is management orientated with the incumbent acting as quasi partner on client and staff matters. Six months to two years' P.Q.E. experience with a medium to large firm. Contact: David Patten Public Practice Manager 01-726 6024 or alternatively write to: Finance Recruitment, Griffin House 2/3 Golden Sq, London W1

Appointments  
Advertising

£48 per single column centimetre  
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£52 per single column centimetre

For further information, call:  
01-248 4782  
Daniel Berry Ext. 3456  
Teast Taylor Ext. 3351

## Financial Controller

Essex £20-25k plus Car plus Benefits

We have been retained by a successful and growing group within the Financial Services Industry who require a Financial Controller to complement their first-rate Executive Team and reporting to the Chief Executive.

This is a new position, requiring an assertive, positive and energetic approach, combined with inter-personal and communicative skills.

Requirement of this important individual is to be a qualified accountant, with sound, proven record of increasing responsibility in the finance functions within the commercial environment.

Whilst it is unlikely the parent organisation will seek stock market flotation, it is considered likely one of the main operating subsidiaries will achieve this goal and the successful candidate at some stage will have the choice of remaining with the Group or continuing as Financial Director in the operating subsidiary after flotation.

VENTHAM ACCOUNTANCY PERSONNEL  
Warren House, 10-20 Main Road, Hockley, Essex  
(0702) 204303

## Finance Director

c. £22,000 + Car

For a Northern England based company which is part of a substantial British Group, producing joinery products marketed through architects and specifiers. The role is to help guide and achieve the targeted growth over the next five years.

Responsibility is to the Managing Director for the total accounting function, development of improved financial and management controls using computerised systems. A contribution towards the commercial management of the business is expected.

The need is for an ACMA with sound accounting experience as a Financial Controller in a manufacturing company using computerised systems. The post is based in an attractive town in the North. Probable age range mid 30s.

Please write in complete confidence giving full career details to Tony Riley or call 01-734 7282.

**C&K**  
EXECUTIVE  
SEARCH

Cox & King Executive Search Limited  
1 New Bond Street  
London  
W1Y 9PE

## CHIEF ACCOUNTANT

Dunstable

Circa £25K + Car + Bonus

A high calibre experienced accountant is required to head-up the finance function of a fast-moving and high technology publishing company.

We publish hard-copy and electronic travel information worldwide, with offices in Europe, USA, Far East and Australia. The Company is the world's No. 1 in its field and will continue to grow rapidly in a dynamic and complex international marketplace.

You will report to the General Manager. Commercial acumen, proven success at a senior level in a medium sized company, plus some international experience, are essential. Your leadership and communication skills backed by a high degree of commitment, will ensure your control of the department and effective liaison with other senior managers.

**ABC INTERNATIONAL**

Please forward your CV to:  
The Williams Personnel Office  
ABC International, World Travel  
Centre, Church Street, Dunstable,  
Bed. H5 4B.





# Make a career move into Management Accounting

## Stevenage

c. £17,500 + Quality Car

This is a rare opportunity for a young qualified ACA from within the profession to develop his/her skills and gain industrial experience in a multi-national manufacturing company.

Based at the U.K. head office you will play a key role in the financial management of the company. The role includes managerial responsibility for the accounts function of a remote manufacturing site and requires considerable interface with other management disciplines to maintain the high levels of communication necessary in a dynamic business environment. Essential requirements for this post are flexibility, good interpersonal skills and the desire to make a positive contribution to the running of the company. The successful applicant will bring to the organisation a high level of professional skill, in return for which he/she will receive a wide-ranging and varied experience of financial management in an industrial environment. The comprehensive benefits package includes relocation where applicable.

In the first instance please telephone or write to L. J. Associates at the address below.

REF: 07/215

RECRUITMENT SPECIALISTS



L.J. Associates  
Euston House  
81-103 Euston Street  
London NW1 2ET  
Tel: 01-388 5465

## CONTROLLER-TREASURY RECENTLY QUALIFIED ACA 26-28

### West End

to £27,000 + Car

Our client is a major UK PLC with substantial overseas operations. Firmly established as one of our leading retail groups they have a reputation for aggressive marketing policies and a continued commitment to organic and acquisitive growth.

An exceptional opportunity has now arisen for a recently qualified ACA to play a leading role within the increasingly challenging and dynamic area of Treasury Management. This is a new position, carrying management responsibility and reporting to the Group Financial Controller.

We are keen to hear from applicants with a Big 8 background and significant audit experience of financial institutions.

Those individuals who possess a knowledge of recent developments in new banking products are of particular interest.

In addition to an attractive salary package, a company car will be provided. Career progression within the Group is expected to be rapid and the work schedule demanding.

In assessing applications for this position, we will be paying particular attention to the degree of ambition and motivation shown by candidates.

For further details please contact Mark Gilbert ACA on 01-930 7850 or write enclosing details to the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS

66-68 Haymarket London SW1Y 4RF Telephone: 01-930 7850

### ... Newly Qualified ACAs ...

#### CONTROLLER

Our client supplies high quality merchant banking services to medium sized companies, specialising in both corporate finance and corporate banking. They are a Licensed Dealer in Securities and a Licensed Deposit Taker. Rapid growth has been led to the creation of the new position of Financial Controller, reporting directly to the Managing Director and responsible for financial and management accounting, tax and the establishment of systems and procedures. Further staff will be recruited as required. This job offers an opportunity to develop an understanding of the financial sector and excellent prospects. Candidates will be graduates/ACAs seeking a first move. Ref: GR CITY

to £20,000 + Mort + Car

#### ACQUISITIONS

This substantial and highly acquisitive quoted service group is enjoying a period of dramatic growth and profitability. A small department of consultants within the H.Q. provides reports and information for management decision making. The role embraces the identification and investigation of acquisition targets, liaison through the acquisition process and 'bedding in' newly acquired companies. As principal point of contact between the vendor and the main board the position enjoys considerable exposure. Candidates will be ACAs seeking a first move, possessing a commercial orientation. Ref: GR CITY

£21,000 + Car

Robert Half Personnel, Freeport, Roman House,  
Wood Street, London EC2B 2JQ. 01-638 5192.

#### ROBERT HALF

1000 LONDON BRISTOL BIRMINGHAM MANCHESTER NEWCASTLE NOTTINGHAM SHEFFIELD WINDSOR

### Young Finance Director

REMUNERATION PACKAGE: £30,000 - £35,000  
PLUS equity options

High value added computer consumables supplier, current sales £4m, (based in North London) requires an ambitious qualified accountant (with good commercial experience) for a new position as Finance Director.

The Company has further rapid growth and profit plans and requires a person who can not only run a 'tight ship' but also contribute to the long term (flotation intended) Strategy.

Contact Nigel Chapman FCA on 01-231 8761 for further details.

### LOADPLAN

### EXECUTIVE JOBS

IF YOU EARN OVER £25,000 PA AND ARE SEEKING  
A NEW OR BETTER PAID JOB

In the accountancy or financial field our team of consultants, all of whom have had managing director level experience, can help you.

Our successful Executive Action Plan helps you find appointments quickly and discreetly, particularly in the unadvertised vacancy area.

Contact us for an exploratory meeting without obligation. If you are currently abroad ask for our Executive Expert Service.

32 Savile Row, London W1 - Tel: 01-734 3879 (24 hours)

Connaught

## SENIOR FINANCIAL EXECUTIVE BANKING

### Edinburgh

c.£24k + car + banking benefits

Our client, a major Scottish clearing bank has created an immediate and progressive new opportunity for an accountant at senior management level.

The successful applicant is likely to have around 10 years' post-qualifying experience to have gained the broad range of accounting skills necessary to fulfil the duties of the post.

Reporting to the Assistant General Manager of the financial division which comprises both financial and management accounting, the role will be to provide effective management control and leadership to the large team of professional staff. Experience in a large financial institution and an understanding of the banking environment would be a considerable advantage.

Candidates should be qualified accountants with proven management and financial accounting skills, having some emphasis in areas of budgeting, forecasting, tax and systems development.

The benefits package offered includes a salary of between £23k to £28k, profit sharing, company car, non contributory pension scheme, BUPA and a subsidised mortgage facility.

Recognition of the commitment and contribution its staff makes to the bank's success, is reflected in an increasing emphasis towards performance related remuneration.

Applicants are invited to write in complete confidence enclosing a full CV and quoting ref no FES/237 to Albert Gurevitz:



Peat Marwick McLintock

Executive Selection and Search  
24 Blythswood Square, Glasgow G2 4QS.

### Assistant Finance Manager

We are looking for a Qualified Accountant/MBA who should possess some post-qualification experience, though this is not essential. Responsibilities will include supervision to achieve timely reporting of passenger/cargo sales, credit control, disbursements, budgetary control, funds management and compilation/review of other accounting/management information reports.

We have a computerised accounting system which conforms with our global reporting requirements. Mainly ours is a reporting branch operation for UK and Ireland.

Benefits include 25 days' annual leave, annual holiday pay, luncheon vouchers, 13th-month salary, a contributory pension scheme and rebated air travel for self and family as per rules.

Interviews will be held during August 1987 and selected candidates will be expected to join as early as possible.

Please send your detailed applications by 28th July, 1987 to:-

Administration Manager UK and Ireland



PAKISTAN INTERNATIONAL AIRLINES  
1-15 King Street, London W6 9HR

# Accountant

We are looking to expand and strengthen the Central Administration and Secretariat Department of our Banking Division.

Applications are invited from Qualified Accountants preferably with experience of budgeting within a financial services group and of Bank of England reporting. The chosen candidate will be responsible for implementing new systems relating to cost accounting, forward planning and management information and for integrating these with the Central Information and Accounting Departments of the Group.

In addition to a competitive salary, the benefit package includes mortgage subsidy, non-contributory pension and free life assurance.

Please apply in writing with full CV to:

Elaine Douglas, Assistant Manager - Personnel,  
Kleinwort Benson Group,  
PO Box 191, 10 Fenchurch Street, London EC3M 3LB.

## Kleinwort Benson Group

# Hoggett Bowers

Executive Search and Selection Consultants

BIRMINGHAM, BRISTOL, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD AND WINDSOR

## Financial Controller

Aged Around 30

SW Home Counties,

Package c £40,000, Subsidised Mortgage, Car

The client, a very young and fast-growing subsidiary of a major US financial institution, is successfully exploiting a new and expanding market within financial services. Reporting to the Financial Director, who has a wide range of responsibilities, the successful applicant will take full control of financial and management accounting, with seven staff including qualified accountants and ensure that the function plays a full role in the continued profitable development of the company. Candidates, qualified accountants aged around 30, must show an outstanding commercial intellect, proven staff management skills, a record of achievement in a fast-changing environment and the potential for significant career development.

H.W. FitzHugh, Hoggett Bowers plc, 1/2 Hanover Street,  
LONDON, W1R 9WB, 01-734 8852. Ref: H11012/FT

## Financial Controller

New Appointment, Essex

c £24,000, Car, Substantial Performance Related Bonus

This long established UK public company has embarked on a strategy of expansion through organic growth and acquisition of complementary businesses. One result is the creation of a potentially highly profitable packaging division with product markets in food and allied industries. As a member of the small management team, the position will lead the finance function with main tasks of upgrading systems and control and contributing to financial and general analysis, strategy and planning. Candidates will be Chartered Accountants in their early/mid thirties, preferably with a degree level qualification and proven experience in responsible line positions in a manufacturing industry. Natural authority, dedication, drive and relationship skills are among the personal qualities being sought. Benefits are substantial and prospects excellent for the outstanding performer.

J.L. Duff, Hoggett Bowers plc, 1/2 Hanover Street,  
LONDON, W1R 9WB, 01-734 8852. Ref: H11012/FT

## Divisional Financial Accountant

With Director Potential

Engineering

Midlands, £20-25,000, Car, Benefits

Divisional responsibility for statutory accounts, co-ordination of all financial and accounting matters of operating companies, plus computing policy and system development are key duties in this senior level appointment. With a turnover in excess of £80m per annum, this is a substantial division of a major UK engineering group, with first class financial systems and controls. Ideally 30 plus, a qualified accountant, you must have a blend of excellent technical skills and top level financial management ability in the process and interpretation of key financial data at Board level. You will have held significant responsibility within a manufacturing/engineering environment. This is a position requiring a major contribution both at operating company and Divisional Board level. The remuneration package includes a substantial salary plus bonus and a full range of benefits.

J.A. Thomas, Hoggett Bowers plc, 7 Lisbon Square,  
LEEDS, LS1 4LZ, 0532 448651. Ref: L13025/FT

## Corporate Finance Analyst

Major US Oil Company

Central London, Up To £23,000

A busy Corporate Finance Department is seeking an additional senior analyst to join the existing team of Analysts. As a member of the team you will be engaged in all aspects of Corporate finance including treasury and asset-based financing. At short notice as with other team members you will be required to deputise for the Managers of the Treasury and Finance functions. The post will provide an excellent training opportunity for numerous graduates with an accounting qualification wishing to build on their existing experience in Corporate Finance or for an MBA seeking their first post in a finance function.

D. Venables, Hoggett Bowers plc, 1/2 Hanover Street,  
LONDON, W1R 9WB, 01-734 8852. Ref: H11011/FT

These positions are open to male or female candidates. Please telephone for a Personal History Form to the relevant office, quoting the appropriate reference.



## Acquisitions Young Accountant

£20,000 + Car + Benefits West End

Join an investigative team identifying prospective acquisitions primarily in the consumer products, recruitment and engineering sectors for this rapidly expanding £250m turnover group. After a few months familiarising yourself with corporate accounting procedures you will work regularly with the Deputy Chairman while researching and assisting in purchase negotiations. You will also conduct post-acquisition assignments within newly acquired companies and this many involve travel both in the U.K. & U.S.A. There will be the opportunity of acting as the short-term Controller of new, smaller subsidiaries.

A NEWLY/RECENTLY QUALIFIED ACA/ACCA/ACMA aged early/mid 20's can expect Financial Directorship of a medium/large autonomous subsidiary within 2-3 years. Contact VIVIANE SHALL on 01-404 3155 at ALDERWICK PEACHELL & PARTNERS, Financial and Accountancy Recruitment, 125 High Holborn, London, WC1V 6QA.

Alderwick  
Peachell  
& PARTNERS LTD



# FINANCE DIRECTOR

INSURANCE: MANAGING AND MEMBERS' AGENCY

c.£35,000 plus substantial benefits

Our client is a Lloyd's managing and Members' Agency where it is desired to give a new impetus to develop the business.

The finance director will be involved in all commercial aspects of the business and, of course, lead the finance and accounting function itself. There will be a need to operate in accordance with Lloyd's requirements and also to guide the development of computerised systems and procedures.

Applicants, ideally aged between 35 and 40, should be qualified accountants and possess insurance experience gained in a members' or managing agency. It is essential to possess relevant computer systems knowledge.

Appointment to the Board is likely to occur within six months. In addition to a basic salary, a car is provided, there is a non-contributory pension scheme plus profit sharing and a bonus. In addition there is the possibility of equity participation.

In the first instance, please send career details in confidence to Michael Ping quoting reference F/1017/P at the address below.

**Ernst & Whinney**  
Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EU.

# SENIOR FINANCIAL ROLE

The Equitable Life, the oldest mutual life assurance company in the world, has grown substantially over the last 10 years. It has a prime position in the field of pensions and life assurance with a track record which is the envy of its competitors.

The company has strongly developed its unit trust and unit-linked product range and has recently expanded into PEPs and other investment products. It is a non-commission paying office with 26 branches in the UK and has investment funds totalling £3,200 million.

Your principal responsibility will be to specify, provide and manage all the financial, unit trust and investment accounting functions and corporate tax requirements of The Equitable Life and its subsidiary companies. You will also play

for market leading financial services organisation

**AYLESBURY**  
c.£35K + car + SUBSTANTIAL BENEFITS

Please send a full CV with details of your career to date to Richard Farmer, Staff Manager, The Equitable Life Assurance Society, Walton Street, Aylesbury, Bucks, HP21 7QW. Tel: (0298) 383108.

**The Equitable Life**  
You gain because we're different

## TAX MANAGER

Partnership is required for a senior tax manager in a large, established, multi-national company. The successful candidate will be responsible for the tax affairs of the company and its subsidiaries. The role involves a high level of responsibility and a high level of expertise. The successful candidate will be a Chartered Accountant with a minimum of 10 years' experience in a similar role. The successful candidate will be a Chartered Accountant with a minimum of 10 years' experience in a similar role. The successful candidate will be a Chartered Accountant with a minimum of 10 years' experience in a similar role.

## Appointments Advertising

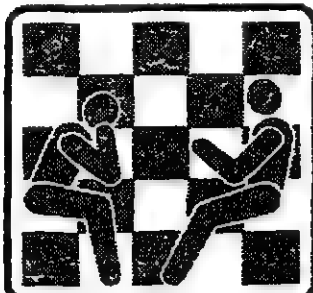
£43 per single column centimetre  
Premium positions will be charged  
£52 per single column centimetre

For further information, call:

01-248 4782

Daniel Berry  
Ext. 3456

Tessa Taylor  
Ext. 3351



## Fast moving advertising agency seeks deep-thinking strategist

Finance Director

Age 27-32

Our client is one of the fastest growing advertising agencies in London and is committed to remain wholly independent. Turnover has trebled in the last year to £15m, a growth rate the Board fully intends to maintain.

The decision to appoint a Finance Director reflects the next stage of the Company's development. For the right person, it represents a rare opportunity to participate fully in the building of a major business, with promotion prospects to the Group Board.

You should be a high calibre qualified accountant with post-qualification experience, although not necessarily gained in the advertising world.

You should be strongly commercial in your outlook, computer literate, and committed to providing essential management information systems for effective business decision making. You must display a character that is both assertive and diplomatic.

Written applications, enclosing up-to-date CV, should be submitted in strict confidence to Malcolm Edgell, BSc. FCA or Carol Saunders, BA at 48 Strand, London WC2R 0NS quoting reference 7827.



FINANCIAL & MANAGEMENT RECRUITMENT CONSULTANTS  
**DOUGLAS & LLAMBRAS**  
LONDON LIVERPOOL MANCHESTER ABERDEEN EDINBURGH GLASGOW  
DOUGLAS & LLAMBRAS ASSOCIATES LIMITED, 410 STRAND, LONDON WC2R 0NS  
TELEPHONE 01-836 9501

## CORPORATE FINANCE

Birmingham

County NatWest has four UK Regional Offices — Birmingham, Leeds, Manchester and Edinburgh — each of which has a high reputation for providing corporate finance, development and venture capital and lending services to the local business community.

In order to service existing clients and new business opportunities, we are seeking to appoint 1/2 Executives to handle corporate finance transactions. Candidates should be accountants or lawyers with up to 2 years' post qualification experience — preferably in the less routine aspects of the profession, eg investigations.

Comprehensive training will be given, which will involve up to 6 months' attachment to a corporate finance team in London.

Similar opportunities will be available in the Leeds and Manchester Offices in the near future.

If you have an excellent academic and professional record to date and wish to be considered for a career move into Corporate Finance please send a detailed c.v. to: Ian Carlton, Personnel Manager, County NatWest Limited, Drapers Gardens, 12 Throgmorton Avenue, London EC2P 2ES.

**COUNTY NATWEST**

& The NatWest Investment Bank Group

## Chief Executive

London

Total Package c.£70,000

Our Client is a major professional practice which has enjoyed substantial growth in recent years. To accommodate its continued planned expansion, the Firm, which places a premium on service, has identified the need to appoint a Chief Executive to play a crucial role within its management and professional structure.

As a key member of the Management Committee, the appointee will be responsible for all aspects of the Firm's support management, which is considered vital to the commercial development of the business.

Candidates will be senior professional managers with outstanding commercial experience. They are likely to be aged 35-45 and be able to demonstrate good communication skills, total commitment, the ability to command the confidence of partners and to lead a management team of diverse skills.

Interested candidates, who meet these demanding criteria, should send a detailed CV including current salary to Don Day FCA, quoting reference LM916, at Spicer and Pegler Associates, Executive Selection, Friary Court, 65 Crutched Friars, London EC3N 2NP.



**Spicer and Pegler Associates**

Executive Selection

## Corporate Accountant

£20,000 + car and benefits

Whitebread, a 48,000 employee, £1.5 billion turnover business is now strongly positioned in three principle activities — brewing and wholesaling, retailing and leisure, and wine and spirits. Although most of its revenue is earned in the UK, there are substantial and growing operations in North America and Europe.

An opportunity has now arisen within the Head Office Corporate Finance team for a two year post-qualified ACA primarily dealing with planning, operation and production of the Consolidated Group Statutory Accounts and Financial Analysis. You will have strong technical skills, the personality to fit into a small friendly team atmosphere and be capable of independent thought to deal with projects as they arise. This is seen as a development role and ideal for a first move into commerce.

Please contact New Embassy Tel: 01-942 6321, Personnel Resources Ltd., 25 George Inn Road, London WC1X 8US.

**PERSONNEL RESOURCES**

The Obvious Choice

## ASSISTANT GENERAL MANAGER (FINANCE)

c. £20,000

The Scarborough is a strong, progressive and expanding regional Building Society with assets exceeding £160 million.

We are looking for an innovative and energetic Chartered Accountant to strengthen the General Management team. The role will involve the responsibility for treasury, financial and management accounting, as well as wider involvement in policy and future planning.

The salary package will reflect the responsibilities, and will include a motor car, non-contributory pension scheme, life assurance benefits, BUPA membership and concessionary mortgage. Relocation expenses will be paid where appropriate.

If you are interested in joining a young and exciting management team apply in writing, detailing your previous career, present occupation, responsibilities, salary and educational qualifications to: Peter Gargett, F.C.B.S.I., M.B.I.M., Chief Executive and Director, Scarborough Building Society, P.O. Box 6, Scarborough, YO12 6EQ. Applications should be marked 'Private and Confidential'.

**The Scarborough**  
BUILDING SOCIETY  
For generations, the best way to save

## Financial Director

SOUTH COAST

£25-35,000 + Car + Share Options

The Sunslip Group is Europe's leading specialist tour operator providing sailing holidays throughout the world. Following a period of rapid growth which has seen the Group expand to a current level of turnover in excess of £5m we now seek to appoint a Finance Director.

The successful candidate will manage a small team and be responsible for the Group's financial management, whilst also working with the Managing Director on the evaluation and implementation of plans for the Group's continued growth and development. These plans should lead to a USM flotation in 2-4 years' time.

Applicants, aged 28-35, should be qualified accountants with several years' experience gained in a commercial environment. Knowledge of the leisure industry would be an advantage.

To apply you should write enclosing personal and career details to the:

Managing Director  
Sunslip Group of Companies  
Northney Marina  
Hayling Island, Hampshire PO11 0NH

**ACA:** Two new members of a recently formed Projects team are required by prime American bank. The assignments are varied and the work stimulating. Prospects are excellent. Package c£20,000 p.a.

**ACA:** Corporate/Project Finance, European bank. Newly qualified, familiar with financial services and micro-computer modelling techniques. To provide research and technical support in the development of a corporate finance function. To £19,000 plus sub. mort.

Tel: Shalagh Arnold 01-583 1661

or send cv in confidence to:

**asb Recruitment**

30 Fleet Street, London EC4Y 1BE

Handwritten note: "It's a job"



**Financial Controller**

c.£20,000 (neg)

Our client, a successful group of engineering companies based in Southern England with global interests, is seeking an experienced Financial Controller to contribute to the continuing profitable growth of its major subsidiary. The position is likely to be of interest to an ambitious executive whose track record demonstrates Director potential.

Reporting to the Group Finance Director the main accountabilities are for statutory accounts; financial planning disciplines; financial administration; credit control and dealing with financial institutions.

Applications are invited from Chartered Accountants aged 30-40 years with industrial accountancy experience, preferably engineering, and recent experience of big 'eight' audit procedures.

In addition to a competitive salary and growth potential there are free medical insurance, pension scheme, relocation assistance where required and other benefits.

**Confidential Reply Service:** Please write with full CV quoting reference 2063/JW on your envelope, listing separately any companies to whom you do not wish your details to be sent. CV's will be forwarded directly to our client, who will conduct the interviews. Charles Barker Recruitment Limited, 30 Farringdon Street, London EC4A 4EA.

**CHARLES BARKER**  
ADVERTISING-SELECTION-SEARCH

**APPOINTMENTS ADVERTISING**

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For further information, call: 01-248 8000  
Daniel Berry Ext 3456 Tessa Taylor Ext 3351

**A RARE TALENT?**

Midland Montagu is the investment banking and securities arm of the Midland Bank Group. As an integrated sector-wide operation it is responsible for the Group's wholesale banking operations, not only in London, but also in leading financial centres such as New York and Tokyo.

Rapid development of new products, services and systems within our investment banking business pose exciting and varied challenges for our financial managers. To meet such a need, and as a result of promotions, our finance function — very much at the heart of these operations — is now keen to build upon its existing highly professional team by recruiting a 'cadre' of top calibre financial expertise.

**What do we mean by a rare talent?**

We mean that special ability to apply your professional training and expertise — in a uniquely creative and commercial manner — to a diverse

range of financial work. Mature and flexible in approach, you must also have the potential to develop a "fast-track" career — be it in financial management or mainstream investment banking.

A qualified accountant — with an excellent academic record — you should either be professionally trained in a large worldwide practice or have sound relevant commercial experience with an international blue-chip organisation. Previous experience of investment banking or Corporate Treasury activities would be useful. Career development prospects are, as you might expect, excellent.

Salaries, probably within a range £20-24,000, will not be a limiting factor in attracting the right candidates. Excellent benefits include mortgage subsidy, non-contributory pension scheme and family medical care. Please apply in writing with full CV, to: Carolyn J. Bland, Manager, Personnel Operations, Midland Montagu, 10 Lower Thames Street, London EC3A 6AE. Tel: 01-260 9800.



Midland Montagu

**Exceptional Career Opportunities****YOUNG FINANCIAL MANAGERS**

Thames Valley £20,000 — £30,000 + benefits

Mars Confectionery is a leading FMCG company with a consistent record of success in one of the UK's most competitive market sectors. Effective financial management and controls play a key part in maintaining our impressive level of profitable growth.

Now, no less than three internal promotions have created opportunities for ambitious, recently qualified accountants with clear management potential to join our young, highly professional finance team.

Initially, you would be responsible for a department involved in either commodity or financial accounting. But whatever your specific responsibilities, you can confidently anticipate in-depth involvement in all areas of our fast-moving business — which means the opportunity to contribute to key decision-making and influence financial performance from day one.

We are looking for people who possess, in addition to the expected first-class professional skills, the ability and drive to expand the scope of their roles and actively contribute to the success of the business. This should therefore be a real challenge to you.

accountants who have already demonstrated above-average potential, and who are now looking to broaden their experience in a stimulating commercial environment.

First-year salaries within the range indicated will be backed by performance and business bonuses plus a comprehensive non-contributory benefits package including relocation assistance if appropriate. Success will result in excellent prospects for further career advancement — by no means restricted to financial management — within Mars Confectionery or other Group companies in the UK or overseas.

To find out more and to obtain an application form, please ring 01-235 3627 (our 24-hour recorded answering service).

We are an equal opportunity employer.

**Mars**

**Financial Controller**

Newport, Gwent to £30K + car

Operating in a truly international business, INMOS is a world leader in the microelectronics industry. With state-of-the-art products and innovative designs, worldwide revenues are projected to exceed \$100m this year, with significant growth in the future.

We now seek a Financial Controller to assume overall responsibility for the finance function of the UK operations which include the group's principal manufacturing operations, Microcomputer Design Centre and European and Japanese sales offices.

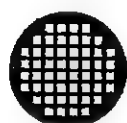
In addition to maintaining all financial records, you will be responsible for providing all the financial information required to manage the

business in a dynamic and highly competitive environment.

You must be a qualified accountant (ACA or ACMA) with good post qualification experience in industry, preferably in a fast-moving manufacturing environment.

Salary is negotiable within the region of £25K to £30K and is supported by a generous range of benefits including relocation.

If you believe you have the right degree of commitment and flexibility to thrive in this constantly developing market, please send your full cv to: Jacqui Porter, Personnel Manager, INMOS Limited, 1080 Aztec West, Almondsbury, Bristol BS12 4SQ. Tel: (0454) 616616.



**inmos**  
The leading edge.

**FINANCE MANAGER**

(Director Designate)

LEITCHWORTH, HERTS £ neg + car + benefits

Access Electronic Components Limited and its associated companies form a rapidly expanding division of the successful Diploma group. From a standing start in 1980 Access has grown to be one of the major franchised electronic component distributors in the country, with sales currently running at £18m p.a.

Reporting to the Managing Director, the Finance Manager will assume responsibility for all aspects of the financial and computer systems development functions of the division. The successful applicant will also be expected to contribute to strategic business planning and the general commercial management of the business.

Candidates should preferably be qualified accountants in the age range 27-35 with some years relevant managerial experience, and possessing the strength of character and ability to become a key member of a dynamic management team.

Career prospects are excellent and the rewards include a negotiable salary in line with experience, together with substantial benefits.

Apply confidentially in writing enclosing c.v. and details of current remuneration package to:

Mike Mason, The Access Group,  
Jubilee House, Jubilee Road, Leitchworth, Herts SG8 1QH

**EDITOR****Accounting Publications**

Lafferty Publications is looking for a senior specialist in accounting information to provide editorial direction and management for its group of accounting publications — The Accountant, International Accounting Bulletin and Bank Accounting Report.

Preferably a qualified accountant, the editor will be responsible for ensuring editorial quality, motivating the editorial team and devising and introducing new products.

This is a high-profile, stimulating position with a group which aims to be a leader in excellence in accounting information.

Salary is negotiable and will not be a barrier to the right applicant; a highly attractive package, including profit sharing, is available.

Peter Sabine — Publisher

**LAFFERTY PUBLICATIONS LIMITED**  
2 Pear Tree Court, London EC1R 0DS  
01-251 5545

**FINANCIAL DIRECTOR**

Bromley, Kent

Age: 28-40

££35,000 + car

Blenbury plc is a rapidly expanding Housebuilder specialising in the retirement market, which is on target for USM flotation before the end of 1987.

Reporting to the Managing Director, the Financial Director will be responsible for negotiations with banks and financial institutions; cash flow; provision of management information; running the accounts department; administration and secretarial matters. It is the intention that the right person will move into the Managing Director's position at the earliest opportunity.

Candidates must be chartered accountants in the age range 28-40 and preferably have experience in Housebuilding/Property related businesses. This could have been obtained either in a housebuilding/property development company, a financial institution, or the accounting profession. The salary is negotiable ££35,000 plus car and there are attractive benefits, including an extremely valuable equity participation package.

Please send a comprehensive career résumé, including salary history and daytime telephone number, quoting ref: 2812 to W.L. Tait, Executive Selection Division.

**Touche Ross**

The Business Partners

Thames Inn House, 3/4 Holborn Circus, London EC1N 2HB.  
Telephone: 01 353 7361

c.£45,000 p.a. + bonus  
**Finance and Administration Director**  
**W. Home Counties**  
**ENERGY**

A Chartered Accountant, male or female, aged 40-50, with at least twelve years progressive line experience, in industry, up to Finance Director level, in companies with a turnover of not less than £350 million p.a. Involvement in company taxation and sound computer experience are essential. Experience of treasury matters and exposure to the "City" desirable but not essential. Must be of the calibre to be appointed the Group PLC Finance Director, on the present incumbent's impending retirement. An outstanding career opportunity with Britain's market leader in its field. Excellent fringe benefits include stock option, bonus, non-contributory pension, company car, medical/life cover and relocation expenses.

Suitably qualified candidates please phone 01-600 4708 for an application form quoting GF715 (24 hour service).

**GREYFRIARS**  
EXECUTIVE RECRUITMENT

JOHN W G FORBES MANAGING DIRECTOR  
104 NEWGATE STREET, LONDON EC1

**CHIEF FINANCIAL OFFICER**

City to £45,000 + car + substantial benefits

Our client is the City headquarters of a growing international group with activities concentrating in mining, financial services, property, shipping and leisure.

Owing to future anticipated growth, the company has decided to recruit a Chief Financial Officer. Working closely with the directors of the business, responsibilities will include developing and managing the finance function with emphasis placed on tax planning and corporate strategy.

Activities are worldwide and the person will need to liaise with all group companies which will involve working within a demanding and dynamic environment.

Applicants must be qualified accountants or MBAs who can demonstrate continual progress in their career to date. Experience will have been gained in a fast moving business environment and it is essential that candidates can demonstrate good commercial awareness.

In addition to the salary, the appointee will receive substantial fringe benefits and will join an organisation where career opportunities are considerable.

Please send brief career and personal details to Carrie Andrews quoting reference F/387/A, at the address below.

**EW Ernst & Whinney**

Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EL.

**FINANCIAL CONTROLLER**  
**DIRECTOR DESIGNATE**  
circa £20,000 + benefits

We are a rapidly expanding young Company in the office furniture industry. We have our sights firmly fixed on a market flotation within the next five years and we are seeking a young, enthusiastic, hi-tech orientated financial controller with either chartered or certified accountancy qualifications to guide us to our goals in a controlled and business-like fashion.

The successful applicant will be between 26-36 years of age, have a strong business flair and be adept in devising workable analytical systems and have the strong desire to become totally involved in our business.

Apply in writing with full c.v. to:

Retained Recruitment Consultant  
Matthew Jackson  
Quibix Limited, 9 Whitefriars Estate,  
Tudor Road, Harrow HA3 5TD



**Quibix Limited**  
Office Systems Furniture



VI

# MANAGER-INTERNAL AUDIT

**STEP INTO A CAREER WITH A COMPANY IN THE FOREFRONT OF GLOBAL COMMUNICATIONS**

**HOW MUCH OF YOURSELF DO YOU RECOGNISE?**

**Forward-looking** You are one of those exceptional, forward-looking professionals who needs to see a career developing in the longer term, as well as in your current role.

**Energy and drive - but...** At the moment, you are faced with midweight opportunities, but have enough energy and drive to propel yourself into a heavyweight role.

**Ambitious for management.** You have bags of ambition, and are hungry for progression. You want very much ultimately to get into mainstream line management; given the opportunity, you could do it.

If these are your aims, here is an opportunity tailor-made for you, with one of Britain's largest and most successful international organisations. It's a chance to move into the rapidly-expanding communications business, and get involved in Cable and Wireless operations world wide. You'll be helping to manage an audit department specially created to make a positive contribution to the effectiveness and efficiency of operational procedures and controls and the profitability of our operating divisions. Although based in London, the opportunities for overseas travel are considerable. Up to 50% of your time will be spent at Cable and Wireless locations in the Caribbean, USA, Middle East and Indian Ocean.

This is a unique opportunity both to enhance your career and expand your personal experiences to long term effect. If you are the person we want, you will want that too.

You'll probably be in your early thirties, with a good degree and relevant accounting qualification gained within one of the big eight audit firms. Additionally you should have 2-5 years in internal audit, at management level, with an international industrial or commercial organisation which will have included experience of computer-based accounting systems.

You'll be no stranger to mature, structured yet innovative thinking; and be a skilled, persuasive communicator. For the career you'll be stepping into, you'll need all that.

We offer an individually tailored and competitive salary package, with attractive benefits including a Company car, pension and private medical scheme.

If you recognise yourself here then we want to hear from you. Please send your CV to: The Recruitment Manager, Cable and Wireless plc, Mercury House, Theobalds Road, London WC1X 8BX. Tel: 01-405 4980 (24 hrs). Quoting ref: RS32/FT.

**Cable and Wireless**  
Helps the world communicate

## Accountancy Personnel

Placing Accountants First



### GROUP AUDIT CONTROLLER • LEISURE PLC •

Central London £20,000 (Neg) + Prestige Car  
Leisure is the growing industry in Britain today and First Leisure are at the forefront of this market with an impressive portfolio of activities including the premier chain of discotheques; resort facilities (including the Blackpool Piers, Tower and Winter Gardens), a marina, theatres, snooker, squash, ten-pin bowling and restaurants/taverns.

Sustained profitable growth now necessitates the recruitment of a commercially astute auditor who will report directly to the Board and undertake a challenging role encompassing systems development, internal audit, liaison with external auditors, ad hoc projects and overall management of the audit team. This is therefore a high profile role offering real long term prospects for the ambitious candidate.

Candidates, who will ideally be in their 30's, need not be qualified but will demonstrate a pro-active and analytical mind coupled with an awareness gained by at least 3 years commercial audit experience. Previous exposure to related service industries is essential.

For further details, please contact:  
Kim Poole,  
Accountancy Personnel,  
307/308 High Holborn,  
London WC1V 7LR.  
Telephone: 01-404 4661



### DEPUTY CONTROLLER • INTERNATIONAL BANKING •

City £25-33,000 - Banking Benefits  
This is an exceptional opportunity for a graduate Chartered Accountant (late 20's - mid 30's) to step away from mainstream accounting and towards operational management in International Banking.

Supporting the Operational Controller, the function is largely non-routine and has been established to provide more efficient control by identifying the risk elements inherent in all of the Banks transactions and procedures. Candidates must have had previous exposure to Banking, either through audit or direct appointment.

For further details, please contact:  
Mervin Hurrell,  
Accountancy Personnel,  
62/65 Moorgate,  
London EC2R 6BH.  
Telephone: 01-538 8031



### DIVISIONAL FINANCE MANAGER

Burton-on-Trent £ Attractive Package  
Our client is the footwear manufacturing division of Pirelli Ltd, part of a successful international group. This forward-thinking organisation now has an opening for a dynamic qualified accountant, preferably A.C.A. who possesses first-class technical and communication skills.

The position, reporting to the General Manager, offers responsibility for controlling the division's total accounting including monthly management accounts, budgets and business plans, as well as ad-hoc projects and the development of financial systems. The company offers an attractive remuneration and benefits package including relocation assistance where necessary.

For further details, please contact:  
Accountancy Personnel,  
Sovereign House,  
Princes Road West,  
Leicester LE1 5TR.  
Telephone: 0533 542881



### FINANCIAL DIRECTOR

Wiltshire To £20,000 + Car  
The Savage Group is a small but highly successful and expanding organisation based in the beautiful Wiltshire town of Devizes. Involved primarily in the manufacture of electrical transformers, the Group now seeks a Qualified Accountant to report directly to the MD/Chairman. Scope for responsibility will include all accounting procedures for two subsidiary companies, company secretarial duties and the maintenance and improvement of the group's computerised systems. Salary package is fully negotiable and includes a company car, pension scheme and BUPA.

For further details, please contact:  
Accountancy Personnel,  
2nd Floor,  
Bristol & West House,  
10 Regent Circus,  
Swindon SN1 1PR.  
Telephone: 0793 612211

## TOMORROW'S DIRECTORS

ACA's AGED 23-25 NEG TO £23,000 + CAR

Our client, a major SOUTH HERTS based BRITISH CO with sales of £1,200m+ is the UK leader in its main sphere of operations, and has significant turnover in the USA and EUROPE.

A recent acquisition allied to swift ongoing organic growth prompts the requirement for TWO OUTSTANDING YOUNG ACA's with high interpersonal skills and a glowing track record to date.

The successful candidates will initially join a central dynamic team from which one of the company's present directors emerged.

You are likely to be a graduate trained with one of the UK TOP TEN PROFESSIONAL FIRMS who feels relaxed and generates confidence amongst peers, subordinates and senior executives up to board level.

ACCOUNTANCY APPOINTMENTS EUROPE

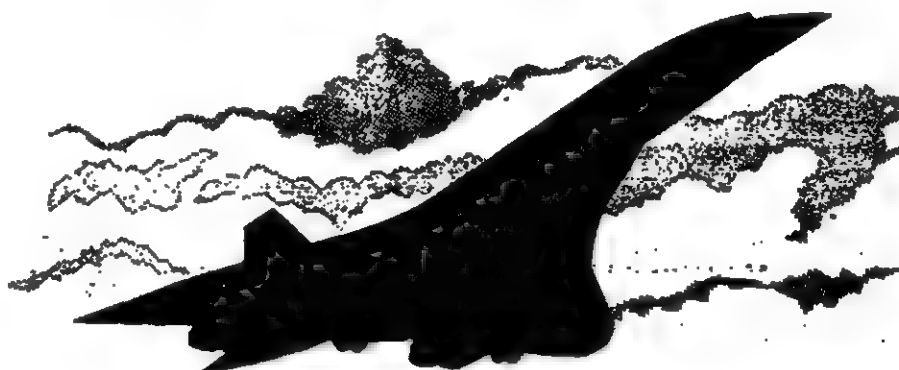
1-3 Mortimer Street, London W1

Tel: 01-580 7739/7695 (direct)

or 01-637 5277 ext 281/282



## Systems development in finance



As a result of internal promotion, a vacancy exists for a person with proven project management skills.

This is a senior role in a dynamic management accounting department. It requires an individual who can build a structure of co-ordinated financial systems across the airline providing relevant information to management. In addition, the role requires the ability to design and produce reports for top management to tight deadlines and to very high standards.

The role is an ideal way to see the working of a major international company from the centre, with the opportunity to move into line management at a later date.

The ideal candidate probably under 35, will be a professionally qualified

accountant with extensive up to date knowledge of computer systems and their potential in accounting applications. Ability to initiate and produce high quality work within demanding deadlines as well as excellent interpersonal skills are additional qualities which are essential to the success of this position.

This is a high profile role which attracts a competitive salary plus airline benefits, which include profit sharing, holiday bonus, and favourable holiday travel opportunities.

Please write with a full c.v. to Recruitment and Selection, Ref. JS-MA/238, British Airways Plc., "Meadowbank", P.O. Box 59, Hounslow TW5 9QX.

Closing date for received applications 7th August, 1987.

### BRITISH AIRWAYS

The world's favourite airline.



Ben Johnson is a leading name in the print and communications industry and is well known as the manufacturer of telephone directories, software manuals and various quality colour magazines and catalogues. The company, which is a major subsidiary of R.R. Donnelley & Sons Co of the USA, has expanded organically and through acquisition. It has invested in the most sophisticated print equipment and has a group sales turnover of £85m.

### DIVISIONAL FINANCIAL CONTROLLER

Print Industry

York Attractive salary + car + benefits

The need is for a controller of the largest division based in York (turnover £48m). The candidate will hold a senior position within the division's executive team and will be expected to make a major contribution to the division's performance. Responsibilities will be wide ranging and will include the following:

- Administration of the accounting function for the York division with responsibility for budgets, forecasts and expansion plans.
- Maintenance of the pricing function with involvement in pricing decisions for the division.

Advising the Division Director in all accounting and commercial matters.

You will be a qualified accountant, aged 30 to 45, ideally with a background in the printing industry. Personal attributes will include strong leadership qualities and technical ability, a practical approach and the capacity to work well under pressure.

An attractive salary package is offered, together with a quality company car and private medical insurance etc. Relocation expenses are available where appropriate.



FORSYTHE & KAYEE LTD.  
ACCOUNTANCY APPOINTMENTS

13/14 Park Place, Leeds LS1 2SJ

Telephone: (0532) 450851

## COST AND MANAGEMENT ACCOUNTANTS THE AEROSPACE INDUSTRY

Our client is an international public quoted company. Based near London it manufactures, sells and operates aircrafts worldwide. It recently won a US\$170 million contract to develop a new application of its system for the US government. We wish to recruit urgently two experienced and competent qualified Accountants—probably ACMA's—as follows:

### COST AND MANAGEMENT ACCOUNTANT

Age: 30-35 c. £27,500

This person will have overall responsibility for the timely reporting and monitoring of all manufacturing, assembly and projects undertaken in the general course of business by the company. This will or may involve project cost control, manufacturing overhead cost control, inventory management and operating overhead control. This is a new and key position in the Company's financial management structure. The successful candidate will probably have worked within a project engineering or a manufacturing environment or at least in a role where he or she has monitored and controlled value added costs arising within an industrial environment.

### PROJECT ACCOUNTANT

Age: 25-30 c. £25,000

The successful applicant will be responsible for cost management of the Group's involvement in the US contract. He or she will run the management accounting function and will monitor expenditures in line with established parameters. We seek an outstanding person with the background and experience to manage this role. Candidates (male or female) must demonstrate that they have experience of large project financial control—possibly gained within an R & D environment or at a senior level in an engineering oriented project.

Candidates who wish to be considered for either of these challenging positions should write, enclosing a detailed CV, to The Senior Partner at:

### THE IVY LEAGUE CONSULTING GROUP

P.O. Box 362

Reading RG1 1NA

Please indicate which of the above positions is of interest. Applications will be treated in the strictest confidence.

### Porton International PLC CHIEF ACCOUNTANT

Age: 25-35 c. £27,500 + benefits

Porton International PLC is a leading international group in the field of biotechnology. An exciting and challenging opportunity for a chartered accountant has occurred as a result of the rapid growth of the group. Very substantial future expansion is envisaged and the successful applicant will have a wide range of responsibilities including staff management and systems development. Career prospects are excellent.

Candidates should have management experience, strong financial skills and the ambition and commitment to succeed. Location: Stoke Poges, near Slough, Bucks.

Please write in confidence, enclosing a summary of your qualifications, experience, current remuneration, and daytime telephone number to:

Group Financial Controller  
PORTON INTERNATIONAL PLC  
100 Piccadilly, London, W1V 9FN

## FINANCE DIRECTOR DESIGNATE

COMMUNICATIONS GROUP  
POTENTIAL USM COMPANY

South East Essex Salary Package Negotiable

Our client is a specialist high technology printing group who have achieved rapid yet highly profitable growth and are committed to an expansionist policy leading to the USA. The pace of recent development has created the opportunity for a senior qualified accountant to join the highly motivated management team as Finance Director Designate to strengthen the group's financial expertise. Initial responsibilities will include the development of sophisticated management information systems to enable the group to maintain its rapid growth record.

This is a new appointment requiring an assertive, positive and energetic approach combined with interpersonal and communicative skills. You will be expected to make a real contribution to the strategic development of the group as well as assuming responsibility for all financial matters affecting group activity.

Salary and benefits will be by negotiation, but the package will be substantial and in line with the responsibilities and development potential of the position.

If you believe you have the abilities and experience to meet this challenging position please write in confidence with full career details including salary, to:

Boris Fine  
Aptley House  
Waterloo Lane  
Chesham CH1 1BD



## SENIOR EXECUTIVE - ACQUISITIONS

BBA Group wishes to re-strengthen its small Headquarters' team by recruiting an analytical and creative executive. The Group is dedicated to growth through organic development and further acquisitions.

The successful candidate, in his/her early forties, is likely to have a financial or legal background. Demonstration of executive capability will lead to wider responsibilities in corporate affairs.

Salary will be dependent on the candidate's background and experience, and excellent fringe benefits are provided, including a non-contributory pension scheme and a company car.

Applications, with current CV, to:  
Mr. F. Howard, Group Personnel Manager,  
BBA Group PLC, PO Box 20, Whitechapel  
Road, Cleckheaton, West Yorkshire BD19 6HP.



The British-based International Company with interests in Automotive and General Engineering, Conveyor Systems and Industrial Textiles.

لنا من الاصل



Major opportunity for a management accountant with broad business horizons: secure your future with a Fortune 500 corporation as:

## European Internal Auditor

to c£23,000 + car UK-based

Reporting to the European Audit Manager (whose office is in Holland) your role will be to guide and assist your colleagues in business, financial, manufacturing, marketing and sales management throughout Europe to achieve efficiencies and long-term business success through the maintenance of a corporate culture which is dedicated to growing the bottom line:

- participating in the planning of the European audit strategy;
- performing operational (c 70% of time) and financial (c 30%) audits
- identifying and reporting on opportunities to leverage profitability/meet perceived threats to operating effectiveness.

Probably 25-plus; ICMA or perhaps ACCA or equivalent; 5-10 years' experience - mostly or wholly gained in leading-edge manufacturing companies; with a domestic base which enables you to travel extensively in the UK and elsewhere in Europe - you'll relish new challenges and thrive in this high profile role. Write now with succinct/ relevant career summary and salary statement, or telephone Roger Stephens/Ann Judge for a brief initial discussion. Ref. 8736.

**Roger Stephens & Associates**

Management - Search - Selection  
Chequers House, 1-3 Park Street, Old Hatfield,  
Herts AL9 5AT. Telephone: 07072 75361/2.

## Company Secretary (designate)

Insurance Company: W.C.2.  
c£17,000/Car/Assisted Mortgage

An old established specialist Insurance Company is looking for a qualified Accountant or ACIS to work with the existing Company Secretary with the aim of succeeding him.

Experience of financial accounting is essential - preferably in an insurance context. Some familiarity with D.P. is also desirable.

Interviews will be arranged in Central London but letters of application, quoting Ref No 861, should be sent to David Whately, Boonhill Farm, Iden, Rye, East Sussex TN31 7QA.

WHATELY PETER LIMITED, Executive Selection

## Group Personal Tax Adviser GIBRALTAR

Outstanding opportunity to work in an exciting growth-orientated business environment - and live in the delightful countryside of Andalusia.

This British-managed group provides a comprehensive range of financial services to companies and individuals with interests in the area. Due to significant growth over the last year the Company is responding to demands on its professional services of which personal tax advice is playing an increasingly important role.

The group wishes to recruit a senior, experienced Personal Tax Adviser who has had hands-on experience in a major financial institution, a public accountancy practice or a financial services organisation on the tax planning side. The Adviser will have a thorough understanding of the UK tax system, especially the treatment of non-resident but still UK domiciled individuals. This should cover both a knowledge of the law and practical aspects of dealing with the Revenue. Other key elements of the role will be to:

- Liaise with the company's Spanish compliance offices;
- Develop a working knowledge of the Spanish tax system;
- Develop and maintain contact with associate tax advisers in other countries for specialist local advice to non-British expatriates;
- Advise the Board on the timing of establishment of local compliance offices in other European countries;
- Keep abreast of developments in personal tax systems throughout the world and alert the board team to all new tax-orientated marketing opportunities.

The successful candidate will be qualified ACA or ATII, or possibly a Barrister from tax chambers, aged between 30 and 35. The remuneration package will be attractive and reflect the importance of the position. Some fluency, preferably in Spanish or one other European language, would be an advantage.

Please send a detailed c.v. or telephone in confidence to:

Roger Meldrum  
JSP SELECTION CONSULTANTS  
10 Haymarket, London SW1Y 4BP  
Telephone: 01-930 3901

## FRIZZELL

### MORE RESPONSIBILITY FOR YOU MEANS MORE INTERNATIONAL SUCCESS FOR FRIZZELL

What is it that's taken a company like Frizzell to such a leading position in the country's financial services sector, and allowed the recent rapid growth of our International Division? Innovation, certainly. Determination, definitely. But just as important is our commitment to giving our personnel a high level of responsibility, enabling them to constantly stretch their potential, and work to the very fullest of their abilities.

Naturally, it's the sort of working environment that demands a great deal of flair, drive and initiative, and to join us you'll need to work well under pressure, and to be good at motivating others. The rewards, though, are extensive, and we are now looking for two assertive individuals to take major steps in their careers with our International Division.

#### MANAGEMENT ACCOUNTANT

Overseeing the Management Accounts function of the International Division, you'd be heading up a team of 7, producing monthly management accounts and group results assessments, quarterly accounts, annual statutory accounts, and corporation, income and VAT tax returns. The role would also actively involve you in developing accounting systems and procedures to maximise the quality of management information. The skill to train and motivate your team of staff will be important, as will the ability to develop good relations with senior management of other Frizzell companies.

Aged 25-28, you'll need to be a qualified accountant with a good standard of education. Experience of statutory accounts preparation, taxation and the auditing of limited companies will be vital, and the successful candidate will probably already be working for a professional team of accountants.

#### BROKING ACCOUNTANT

Managing the Insurance Broking Accounts function of the Division you'd be responsible for the accounts of clients and underwriters, ensuring effective reconciliation, rendering and service. Heading up a team of 17, you'll need the skill to train and motivate staff, as well as develop good professional relations with the senior management of other Frizzell companies.

Aged 25-35, you should be well educated, ideally up to degree level. An accountancy qualification would be an advantage, but is not essential. What will be vital is extensive technical insurance experience, and you'll need to have controlled an Accounting Service in an Insurance Broking environment.

With offices in Poole as well as London, frequent travel will be involved. For both posts, computer experience would be helpful.

The rewards for meeting the challenge of these posts will be generous, and as well as excellent career prospects, you'd receive £17,500-£20,000 pa plus a company car.

For more information about either of these posts, please write to: Sylvia McGeechie, Group Personnel Manager, The Frizzell Group Limited, Frizzell House, 14/22 Elder Street, London E1 6DF.

## FINANCE DIRECTOR DESIGNATE

### ADVERTISING AGENCY AND MARKETING ADVISORS

Central London c.£30,000 plus car

Our client is a subsidiary of an ambitious and progressive advertising and public relations group.

Apart from being involved in the actual development of the business, this post requires a practical commonsense person to manage the accounting function. In particular, there is a need to become involved in the detail of monthly financial reporting, budgets, client contracts and all related matters.

Applicants must be qualified accountants, probably aged in their early thirties, with some service industry experience. Knowledge of the advertising and marketing business is not specially sought. Experience of computerised accounting systems is required.

The successful applicant will be a good communicator with a lively mind and approach and have a positive attitude to and aptitude for aspects of business management outside the strict confines of the accounting functions.

It is expected that the finance director designate will be appointed to the board after about six months. Opportunities for advancement within the group should occur after a few years.

Please send brief career and personal details, quoting reference E/507/A, to Carrie Andrews.

**Ernst & Whinney**  
Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EL.

## Company Secretary

South of England c.£25,000 + Car

Our client is a well known, successful and long established company, engaged in shipping with subsidiaries in transport, warehousing and engineering. Turnover is around £10 m per annum.

They seek to appoint a successor to the Group Secretary who retires at the end of the year. This is an important appointment which brings good prospects of early promotion to a senior executive role.

The successful candidate will have had several years experience as Secretary or Assistant Secretary in a commercial organisation, preferably a medium sized listed company. The important personal attributes are maturity of judgement and the ability to work in a team at senior executive level.

A competitive salary and benefits package will be available, together with relocation assistance to this attractive area in the South of England. Please write to John Eskdale, quoting reference B53063.

MSL Chartered Secretary, 50 Queen Square, Bristol BS1 4LW.

**MSL Chartered Secretary**

### APPOINTMENTS ADVERTISING

£43 per single column centimetre

Premium positions will be charged £52 per single column centimetre

For further information call:

01-248 4782 Daniel Berry Ext 3456 Tessa Taylor Ext 3351

## BARFIELD BANK & TRUST

Shareholders Barings Brothers & Co. Limited, The Bank of N. T. Butterfield & Son Limited

### Trust Manager/ Chief Executive Isle of Man

Barfield Bank & Trust Co. Limited is opening a Subsidiary Trust Company in the Isle of Man, and wishes to recruit a Trust Manager who will also be the Chief Executive.

The appointment calls for a relevant professional qualification and considerable practical experience in international trust, pension fund, corporate secretarial and related investment management activities. This is an opportunity for a self-motivated individual looking for considerable job satisfaction in a progressive situation.

The successful candidate will be a mature individual with a proven record of achievement, and will be currently earning in excess of £20,000.

Barfield, which is jointly owned by Barings and the Bank of N. T. Butterfield, is a rapidly expanding company providing banking and other financial services, trust and investment management, and corporate and related management services.



The salary is negotiable, and the appointment will carry a company car in addition to the usual banking benefits.

Applications, which will be treated in strictest confidence, should be in writing and include a full curriculum vitae. Please write to:

J.G.J. Evert  
Managing Director  
Barfield Bank & Trust Co. Limited,  
P.O. Box 71,  
Barfield House,  
St. Julian's Avenue,  
St. Peter Port,  
Guernsey, G.I.

## DIRECTOR OF FINANCE

North Humberside c.£25,000 + profit share + car

Our client is an expanding and successful private company specialising in industrial distribution through a chain of branches throughout the UK. Annual turnover is approaching £50 million.

Growth has demanded the realignment of various management positions resulting in this vacancy. Reporting to the main board, the director of finance will have overall responsibility for all accounting, computer and financial matters relating to the company and its subsidiaries.

Applicants should be chartered accountants, aged between 30-45, with the proven ability to make a significant contribution to the success of the company through the effective management of the financial function and through contributing to the general management of the group.

Preferred experience will be in an industrial trading operation utilising sophisticated information systems. Essential requirements are the ability to interpret and disseminate management information and to communicate with the main board, fellow divisional directors and other managers. Benefits will include a fully expensed executive car, attractive pension arrangements and participation in a profit sharing scheme.

In the first instance, please send brief personal and career details, quoting reference F277/M, to Douglas G Mizon at the address below. Local applicants will be interviewed in one of our Yorkshire offices.

**Ernst & Whinney**  
Executive Recruitment Services  
Becket House, 1 Lambeth Palace Road, London SE1 7EL.

## FINANCIAL CONTROLLER

c.£30,000 + BONUS & CAR

### IMMEDIATE AND STRATEGIC CHALLENGE IN A BLUE-CHIP MULTI-NATIONAL MAIDENHEAD

At Mars Group Services, Information is our business. We provide specialist Information Technology and Business Consultancy services to sister companies and external clients.

An internal career development move has created the need for a young, ambitious accountant to assume the influential role of Financial Controller.

The Financial Controller has a direct and important influence on the business with responsibility for financial planning and forecasting, the timely provision of management information, corporate reporting and taxation. A substantial proportion of your time will be devoted to financial modelling, product profitability analysis and evaluation of capital investments. You will operate in a sophisticated environment with access to some of the most advanced systems, and with a young high calibre team.

The role offers unusually high visibility among senior management in a dynamic, successful business. It is an exceptional opportunity for an ambitious, young, graduate-qualified accountant with at least 2-3 years' post-qualification experience preferably gained within a major professional practice or multi-national blue-chip environment.

The package includes £30,000 + bonus and company car, and a range of non-contributory benefits.

Please apply in writing with a comprehensive cv to: Chris Bulmer, Mars Group Services, Shoppenhangers House, Shoppenhangers Road, Maidenhead, Berks. SL6 2PX.

**MARS  
GROUP  
SERVICES**



## Gatwick MANAGEMENT ACCOUNTANT

An important business role in  
an exciting industry

c£22,000 p.a. + car

Gatwick is already the world's third busiest international airport, and to meet increased demand, we are opening a new North Terminal early next year.

Gatwick Airport Limited is a member of the BAA plc group of companies which has just been offered for sale to the public. To reflect this transition and the new business opportunities ahead, we have created the important role of Management Accountant.

Within the Finance team, you will be responsible for management information, business planning and co-ordinating the annual budgets. This will include developing information systems, undertaking investment appraisals and charging studies and the preparation of the company's annual accounts.

You must be a qualified Accountant with the proven ability to solve problems and make decisions in a creative and challenging environment. Excellent communications skills are essential as you will have a key role in influencing business decisions. You must also be capable of managing and motivating a small group of people to work successfully as part of the Finance team.

Salary will be negotiable in the region of £22,000 p.a. plus car and a full range of benefits. Future career prospects within the group are excellent.

If you are ready to make an important contribution at an exciting time of growth and change, please telephone 0293 503134 for an application form and further written information.

## FINANCE DIRECTOR Designate

Cheltenham c£25-30,000 + Car

Our client is a highly successful privately owned group of companies operating in the west country in residential house building and property development. Turnover exceeds £15 million and there are plans to expand substantially through the growth of the core businesses.

The company now wishes to appoint a finance director who as a member of the management team will assume responsibility for all aspects of financial policy, business planning, accounting and treasury as well as actively participating in strategic policy decisions.

The ideal candidate (aged 35+) will be a qualified accountant with in-depth experience of computer-based financial management systems gained at chief accountant/controller level or above in a volume house builder or related industry.

This very important position requires a strong but pleasant personality, a high level of initiative and an ability to relate easily to personnel at all levels.

Please write in confidence (quoting ref F7130) to  
Edward Ross McNairn, Clark Whitehill Consultants  
25 New St Square, London EC4A 3LN



**Clark Whitehill Consultants**  
Executive Selection

## Finance Director Designate

Cambridge circa £25,000  
Age 28-35 share option and car

Elmjet Limited was formed a year ago, with substantial financial and corporate backing, to exploit the latest advances in ink jet printing in the packaging, floor and wallcoverings markets. It now seeks to enlarge its management team to take the business through a significant growth phase over the next few years to subsequent planned flotation. It is an exciting opportunity for someone who seeks to work with an enthusiastic and able team, and who would like a stake in the future success of his company.

A qualified accountant, you will have experience of commercial operations in a manufacturing environment and the ability to take responsibility for the administration and financial planning and management of the company. You will be required to liaise with the technical team and work closely with the board and the company's venture and corporate shareholders.

Please write enclosing a full CV or telephone the Managing Director, Geoff Broad.

Elmjet Limited  
Viking House  
10 Viking Way, Bar Hill  
Cambridge CB3 8EL  
Tel: 0954 82848

**ELMJET**

Bredero Properties Plc



## Group Chief Accountant Epsom, Surrey

Bredero Properties is one of the leading retail based property development groups in the United Kingdom. Since being listed on the Stock Exchange the Group has experienced substantial growth in its business activities and is now poised for further expansion.

Following an internal promotion a vacancy now exists for a Group Chief Accountant who will be responsible for the overall financial management of the Group reporting to the Financial Director.

Candidates for this position are likely to be over 30, qualified, with broad financial experience preferably in the property sector. The ability to communicate effectively at all levels and manage a small but highly motivated team are considered essential, as is also a working knowledge of computer applications.

An attractive remuneration package, including relocation expenses where appropriate, will be offered to the right candidate.

Applications should be accompanied by a detailed CV and made to:

Financial & Administration Director  
Bredero Properties plc  
The Clock House  
4 Dorking Road  
Epsom, Surrey KT8 7LX

## FINANCIAL CONTROLLERS

EAST AND NORTH WEST LONDON

Two financial controllers are required for our subsidiaries, one based in East London and the other in North West London. Both companies are label producers predominantly for the major chain stores.

Reporting to the Managing Directors, the successful candidates will be key members of the management teams, and will accept immediate responsibility for the total financial function.

Candidates should be chartered accountants aged 28-35 who are commercially orientated with previous experience in a managerial role, not necessarily in a related industry.

The salary is negotiable and benefits will include a company car, profit sharing scheme, pension scheme and relocation expenses if necessary.

Applicants should write in confidence giving full details of previous experience and current salary to:

THE FINANCIAL DIRECTOR  
FERGUSON INDUSTRIAL HOLDINGS PLC  
APPLEBY CASTLE  
APPLEBY, CUMBRIA CA16 6XH



## INTERNATIONAL OPERATIONAL AUDIT

c £23,000

CAR

Our client is an influential and multi-national marketing organisation with prestigious offices in the West End. Operating in over 30 countries, it seeks to increase demand for a key raw material through advertising, consumer promotion and technical consultancy. Its success over many years has been due to the high calibre of its staff and the pursuit of excellence in the fields of producer, consumer and government relations.

This new appointment has been created to review and revise where necessary the accounting and related management systems of its network of overseas offices. The position offers a unique challenge to results orientated individuals seeking to broaden their knowledge and obtain overseas experience in preparation for general management.

Candidates will be graduate chartered accountants with at least two years post qualification experience in either a major professional office or a large company. Ideal applicants will be holding an operational audit position and looking for their final tour in a more senior capacity.

Applications with full details of education, experience and present salary, along with a recent photograph, should be sent to:

**Bowden Gow Associates**  
Management Consultants

10 Tonbridge Chambers, Pembury Road, Tonbridge, Kent. TN9 2HZ.

## EUROPEAN FINANCIAL CONTROLLER

Leicester based

Circa £30,000

The need is for a highly motivated, results orientated professional to plan and direct the financial & management accounting activities of a £25m European component manufacturing Group, working through controllers in Germany, England and France.

Reporting to the European Managing Director, the successful candidate will be significantly involved in business planning & strategy, pro-active problem solving at operating level, the achievement of results and the further development of the computerised reporting and operating systems.

We anticipate candidates being 35 plus, qualified in one of the major accounting disciplines and able to demonstrate commitment to and success in general business management.

In addition to salary as quoted there will be the full range of benefits associated with a position and company of this stature.

Applicants should write with full details of career to date and present earnings etc., quoting reference FT 0752 to Brian J. Smith ACMA et-.

**QMS Recruitment**

Quorn House, 6 Princess Road West  
Leicester LE1 6TP

## CIGNA Worldwide Europe INTERNAL AUDIT

CIGNA Corporation is a leading provider of insurance and financial services to corporations and individuals around the world.

An opportunity exists for an Assistant Director to be appointed and based in the UK or Continental Europe. Approximately 35% of time will be away from the base office covering mainly Europe.

Ideally the successful candidate will have a combination of the following:

- Recognised accounting qualification or an MBA
- Minimum 5-7 years' audit experience gained in financial services
- Language skills English with French, Italian or German

Salary and benefits will reflect the importance of this position to the CIGNA organisation.

Please contact either:

John Davies  
Director Human Resources  
CIGNA House  
8 Lime Street  
London EC3M 7NA  
Tel: 01-526 8744

or

Tony Parfai  
Area Manager - Human Resources  
9-11 Rue Belliard  
1040 Brussels  
Tel: 010 322 516 9811

**CIGNA**



Northern & Shell p.l.c.

## GROUP CHIEF ACCOUNTANT

Circa 30K

Due to tremendous expansion of our group which has shown a trebling of profits this year, and the promotion of our chief accountant, an opportunity exists for a hard nosed, switched on chartered accountant to become group chief accountant.

The company's management—young—average age early thirties—and we are progressive and dynamic, and we will have a full listing on the Stock Exchange next year.

The successful candidate will not only be academically capable, but a strong manager, and have some understanding of the communications business, computer expertise is essential.

We are looking for a self-motivated person, prepared to inject whatever is required of him.

The rewards are share options, company car, etc, etc. This is the opportunity the right man has been waiting for.

Without delay please place in an envelope a photograph and your cv and send post haste to:

Gaynor Wilson, Personnel,  
Northern & Shell Plc,  
The Northern & Shell Building,  
PO Box 381,  
Mill Harbour, London E14 9TW

and telephone 01-987-5090 to explain why you are the right person for the job of the year!

## Financial Controller

(FINANCIAL DIRECTOR DESIGNATE)

LONDON Earnings c. £25'000+car

An exciting opportunity potentially leading to a Board appointment, exists for a highly motivated young accountant to play a vital role in the development of a well established private company which designs and supplies high quality fabrics and furnishings. Current turnover is approaching £10 million and there are ambitious plans for further expansion.

Reporting to the Managing Director, the Financial Controller will be expected to provide prompt financial and management accounts, exercise tight but careful credit control, develop auditing computerised information systems and make a significant contribution to management decisions.

Candidates should be profit orientated accountants aged 27-32 with experience of managing an accounts department in a firm serving large numbers of demanding customers. They must be well disciplined, practical, hands-on professionals with the determination, enthusiasm and commitment to grow with the company.

The remuneration package includes basic salary, profit sharing, car, pension, private medical insurance and a staff purchase scheme.

Please send a comprehensive cv including salary history and daytime telephone number to:

R. A. MARTIN  
**CHARLES HAMMOND LTD**  
2A BATTERSEA PARK ROAD,  
LONDON SW8 5BJ

## Finance Recruitment

SENIOR ACCOUNTANTS

OIL/ENERGY

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One of the most successful Oil and Gas corporations (UK and Worldwide) with virtually continuous expansion over many years is now proceeding with a new £100m+ long term development which necessitates the recruitment of a number of qualified (ACA, ACCA, CIMA) accountants for their Central London head office.

Specific responsibilities differ with each position but all are geared to Financial and Management Accounts with a proven track record of success and who seek varied, stimulating, career positions with good training facilities and first rate career prospects.

Highly attractive benefits include non-contributory pension, private medical plan, share scheme, relocation, and free lunches.

For full details of these challenging positions please phone or write to KIERAN BEST or NICK KEEN

01-734 4836  
Grafton House, 2-3 Golden Square, London W1R 5AU

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## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Thursday July 23 1987

**WOLSELEY**  
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STRONG  
SUCCESSFUL

## Strong financial business boosts Sears Roebuck

By James Buchanan in New York

SEARS ROEBUCK, the world's largest retailer which has diversified widely into financial services, yesterday reported a 37 per cent increase in net income for the June quarter with all its main businesses pushing ahead.

Buoyed by strong growth in its property/casualty insurance subsidiary and a return to profit at its brokerage operation, Sears reported earnings of \$200.4m, or 1.03 a share, against \$148.5m, or 77 cents a share, in the 1986 June quarter.

Sears' earnings growth was higher than expected and the company's stock rose \$1.40 to \$52.25 in early trading.

However, earnings were flattened by a \$46.6m increase in capital gains and other income. Revenues grew at a more modest 9 per cent to \$11.72bn.

Mr Edward Brennan, chief executive, said the outlook was good for all Sears' business groups. "Consumer confidence remains at a high level, with increasing employment, hours worked and disposable income."

In the June quarter, the slowest progress came in Sears' core retailing operation, where sales growth was 3 per cent (to \$8.7bn). However, profits were ahead 12 per cent to \$185.6m, before a special \$15m charge for re-organisation.

Allstate Insurance, which is riding a strong upturn in the fortunes of the insurance industry, reported a 35 per cent increase in profits to \$250.3m - including a \$20.3m net benefit from various changes in the Tax Reform Act. Revenues were up 22 per cent at \$3.83bn.

Dean Witter, Sears' brokerage subsidiary which lost \$18.4m in the 1986 June quarter, reported solid earnings of \$31m, on a 17 per cent increase in revenues to \$944.1m.

This was despite carrying the high development costs of Discover, the credit card with which Sears is challenging Visa, MasterCard and American Express.

Discover lost \$33m in the quarter, against \$24.8m, but Mr Brennan said the card "continues ahead of plan."

Coldwell Banker, the group's property operation, reported profits of \$12.6m, against \$800,000 in the 1986 second quarter, on a 25 per cent increase in revenues to \$337m. Mr Brennan said housing activity had softened slightly, "but 1987 still will be the second-best year since 1970 for existing home sales."

## Massa shares up amid bid rumours

By Haig Simonian in Munich

ASKO, the fast-growing West German retailer, is believed to be in takeover talks with Massa, another large food retailing chain.

Mr K. H. Kipp, a member of Massa's founding family, confirmed yesterday that he had been discussing a possible sale of his 24.9 per cent stake in the company. However, he said he did not rule out the possibility of talks with other interested parties apart from Ask.

Meanwhile, shares in Massa, which was floated on the stock exchange last year, have been moving up sharply, closing yesterday DM 1.10 higher at DM 4.89.

Both companies, which sell largely through cash, out of town, greenfield sites, have been growing fast in an increasingly important sector of West German retailing.

Massa's 1986 group net profits reported last month, rose to DM 47.1m (\$25.3m) from DM 25.8m in 1985 turnover of DM 3.3bn. Ask, which reported its 1986 results last week, more than doubled its turnover to DM 3.7bn from DM 1.8bn the previous year. Net profits rose to DM 28m from DM 25m in 1985.

Massa is the ninth largest food retailer in West Germany, and has a chain of 28 discount stores, many of which are concentrated in the heavily populated Rhine-Main region.

The company has recently chosen a strategy of more careful growth, however, and has focused on higher margin sectors like furniture and electronics.

The company has also become more involved on the financial side of retailing, with low-cost hire purchases. It recently made waves in the normally staid world of West German consumer finance with its planned Masscard, an in-house credit card, which it hopes will have 100,000 holders within a year.

## Overseas side supports Morgan Stanley growth

By Rod Oram in New York

MORE WALL Street securities firms have reported widely divergent second-quarter results depending on how well they weathered this spring's turbulent bond markets. Morgan Stanley turned in a big increase in profits while First Boston and L.F. Rothschild dipped into the red after heavy trading losses.

Morgan Stanley's net profits for the quarter rose 37 per cent to \$62.4m, or \$2.46 a share, from \$45.5m, or \$1.82 a year earlier. Half-year earnings totalled \$126.7m, or \$5 a share, against \$103.5m, or \$4.01.

"Despite difficult fixed income market conditions in April and May, the firm's global presence and diversified sources of revenue provided the means for continued growth of income," the company said.

Total revenues rose 20 per cent in the quarter to \$630.7m from

\$590.6m and in the first half to \$1.58bn from \$1.28bn.

Investment banking was the fast growing segment with a 75 per cent increase in revenues to \$235m in the quarter from \$133.8m a year earlier.

The firm completed a number of large merchant banking deals. Revenues from principal transactions rose to \$145.9m in the quarter from \$141.7m, indicating that the firm suffered no overall losses trading on its own account.

In contrast, First Boston reported a deficit on principal transactions of \$108.4m against net revenues of \$38.9m a year earlier. The losses, previously reported, stemmed from complex options trading on Treasury bonds.

Investment banking revenues soared to \$245.4m from \$148.6m, reflecting a heavy volume of merchant banking and other mergers and acquisitions deals.

Total revenues were \$202.6m against \$240.6m resulting in a net loss for the quarter of \$13.2m, or 42 cents a share against net profits of \$21.6m, or 84 cents.

According to reports on Wall Street, the success of investment banking compared with trading operations has fuelled an intense debate within the firm about its future. The firm has acknowledged that a strategic review is underway.

L.F. Rothschild reported a second-quarter loss of \$9.7m, or 64 cents a share, largely reflecting bond trading losses, against net profits of \$7.5m or 43 cents a year earlier. Revenues were \$124.1m compared with \$104.1m.

The firm said trading losses and a lower level of activity in most of its businesses were to blame for the overall loss. First-half net was \$50m, or 39 cents, against \$21.3m, or \$1.32, on revenues of \$281m compared with \$233.6m.

## PepsiCo income soars by 57%

By William Hall in New York

STRONG soft drink sales, special gains and the benefit of acquisitions helped push PepsiCo's second quarter net income 57 per cent higher to \$189m, or 72 cents a share, on a 37 per cent rise in revenues to \$2.8bn.

Mr D. Wayne Calloway, chief executive, says that each of the group's business segments achieved particularly strong operating results and he is confident that earnings per share from continuing operations will be up by more than 20 per cent in 1987.

In the first half of 1987 PepsiCo's net income rose by 36 per cent to \$258m, or 98 cents a share. PepsiCo's shares rose by 5 1/2 to \$38 1/4 in early trading yesterday.

Soft drink earnings rose 52 per cent on a 34 per cent sales increase, aided by the acquisitions of MEI Corporation and Seven-Up International. The company says that its domestic bottler case sales rose 8 per cent led by particularly strong gains in brand Pepsi, "continued double-digit growth" in Diet Pepsi and "a surge" in Mountain Dew.

International bottler case sales rose 27 per cent, helped by the acquisition of Seven-Up. Excluding the latter, case sales rose by 8 per cent and earnings for the quarter tripled mainly as a result of a one-time gain on the sale of the Puerto Rican bottling operations and strong volume in the base business.

Snack food operations continue to grow rapidly with earnings by 40 per cent on a 4 per cent sales gain. Strong margin improvements at Frito-Lay and a one-time gain on the sale of a biscuit plant in Pennsylvania boosted the performance.

Restaurant earnings rose 77 per cent on a 85 per cent sales increase, reflecting the 1986 acquisition of Kentucky Fried Chicken and a one-time gain on the refinancing of certain Pizza Hut restaurants.

## Union Pacific lifts earnings to \$143m

By Our Financial Staff

UNION PACIFIC, the major US transportation and resources group, lifted second-quarter operating net earnings from \$110.1m or 95 cents a share to \$143.8m or \$1.25, and said it should achieve a strong earnings gain for all 1987.

In 1986 the company earned \$485m, or \$4.20 a share, before a net \$945m restructuring charge in the second quarter.

Sales in the latest quarter were down from \$1.58bn to \$1.34bn, and fell from \$3.4bn to \$2.05bn in the first half, when operating net earnings, excluding the charge, rose from \$213.2m or \$1.83 a share to \$255.2m or \$2.22.

Railroad earnings were up 14 per cent to \$112m in the latest quarter as revenues increased one per cent to \$954m. The railroad, which operates 21,000 miles of track in 11 states, had a six per cent gain in second quarter carloadings and a 12 per cent gain in revenue ton-miles while average revenue per carload dropped five per cent.

The resources division more than doubled its second quarter earnings to \$48m from \$20m, the company said. Exploration and production operating earnings nearly tripled and manufacturing and marketing boosted earnings by 52 per cent.

## Capital Cities advances 49%

By Our New York Staff

CAPITAL CITIES/ABC, the US broadcasting and publishing group, has increased second-quarter net income by 49 per cent to \$98.7m. Revenues rose by 8 per cent to \$1.13bn in the second quarter with broadcasting revenues increasing by 6 per cent and publishing revenues by 3 per cent. Network TV revenues increased slightly in the second quarter despite "disappointing ratings".

The group says that continued local advertising growth for most of its major-market TV stations as well as gains at ESPN, its cable sports channel, also contributed to the increase in broadcasting revenues.

## Clarendon launches bid for Argonaut

By Our New York Staff

CLARENDON GROUP, a closely held Bermuda-based insurer, has offered more than \$600m for Argonaut Group, a Los Angeles casualty insurer which was spun off last September by Teledyne, the West coast conglomerate.

Clarendon, which is a big investor in high yield "junk" bonds, offered \$37 a share for Argonaut in April but this was rejected and the Bermuda-based group has raised its bid to \$52 a share in cash.

Argonaut's shares, which hit a low of \$17 1/2 last year, rose by 84% to \$49 1/2 in early trading yesterday.

Dresel Barnham, Clarendon's adviser, has said that it is "highly confident" that it can raise the necessary financing to complete the bid.

Argonaut's board of directors will meet today and consider the offer, along with its financial adviser, Goldman Sachs, who have been reviewing the company's financial alternatives.

Mr D. W. Schwab, Argonaut's president, says that he understands that the Clarendon offer is conditional on management remaining with the company after the change in ownership.

Clarendon's interest in the Argonaut Group, which is recovering from five years of heavy losses, has surprised some Wall Street analysts. However, they note that Argonaut's cash flow and big investment portfolio is an attraction.

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Clarendon's interest in the Argonaut Group, which is recovering from five years of heavy losses, has surprised some Wall Street analysts. However, they note that Argonaut's cash flow and big investment portfolio is an attraction.

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## Amoco makes modest gain on oil price rise

By Our Financial Staff

AMOCO, the Chicago-based oil concern currently embroiled in a \$3.5bn (US\$3.94bn) battle for Dome Petroleum, the beleaguered Canadian energy group, has staged a small recovery in earnings.

Second-quarter net profits amounted to \$311m or \$1.22 a share, \$51m up on the preceding three months and 30 per cent above 1986's corresponding \$238m or 93 cents a share.

This lifted first-half earnings to \$571m or \$2.24 a share against last year's depressed \$568m or \$2.21 a share.

Amoco's US exploration and production operations earned \$48m in the quarter compared with a loss of \$48m in the same period last year. The group added that the improvement was due largely to higher crude oil prices averaging \$4 to \$5 a barrel above 1986 levels.

Revenues totalled \$10.82bn against \$10.22bn for the half-year and \$5.63bn against \$5bn for the quarter.

For the whole of 1986, Amoco posted net earnings of \$747m or \$2.91 a share.

## US quarterly results

AMERICAN BRANDS Tobacco products			QTE Telecommunications			MARTIN MARIETTA Defense, aerospace			FMC Defense, aerospace, oilfield equipment		
Second quarter	1987	1986	Second quarter	1987	1986	Second quarter	1987	1986	Second quarter	1987	1986
Revenue	2.3bn	1.85bn	Revenue	3.85bn	3.87bn	Revenue	1.27bn	1.32bn	Revenue	\$33.4m	\$12.2m
Net income	107.5m	87.9m	Net income	223.2m	370.8m	Net income	71.8m	57.3m	Net income	1133.9m	48.2m
Net per share	0.84	0.85	Net per share	0.86	1.50	Net per share	1.31	1.04	Net per share	72.81	0.41
Six months			Six months			Six months			Six months		
Revenue	4.8bn	4.05bn	Revenue	7.54bn	7.33bn	Revenue	2.51bn	2.51bn	Revenue	1.69bn	1.57bn
Net income	238.2m	216.3m	Net income	487.8m	591.5m	Net income	111.6m	105.7m	Net income	1718.9m	74.8m
Net per share	2.09	1.90	Net per share	1.44	1.70	Net per share	2.11	1.92	Net per share	13.35	0.52
									† Includes \$50m gain from sale of FMC Gold		
BRISTOL-MYERS Pharmaceuticals			BYRON BANK Banking			3M Industrial and consumer products			PHELPS DODGE Metals mining		
Second quarter	1987	1986	Second quarter	1987	1986	Second quarter	1987	1986	Second quarter	1987	1986
Revenue	\$	\$	Assets	\$4.2m	\$2.2m	Revenue	2.39m	2.19m	Revenue	\$19.7	\$19.8
Net income	1.91m	1.17m	Net income	17.57	1.85	Net income	240m	198m	Revenue	355.2m	26m
Net per share	0.36	0.42	Six months			Net per share	1.05	0.86	Net income	25.2m	16m
Six months			Revenue			Revenue	4.69m	4.95m	Net per share	0.77	0.47
Revenue	2.85m	2.97m	Net income	1123.4m	64m	Six months	37m	37m	Revenue	728.2m	451.7m
Net income	335.4m	237.9m	Net per share	18.36	3.45	Revenue	1.98	0.28	Net income	42.1m	31.2m
Net per share	1.17	0.83	† Loss includes \$39m LOC loan loss provision			Net per share			Net per share	1.28	0.91
CINCINNATI MILACRON Machine tools			KROGER-BODDER Newspapers, media			NATIONAL STEEL Steelmaking (US/Japan joint venture)			PITNEY BOWES Office equipment		
Second quarter	1987	1986	Second quarter	1987	1986	Second quarter	1987	1986	Second quarter	1987	1986
Revenue	162.4m	208.1m	Revenue	\$28.5m	\$47.8m	Revenue	\$15.07m	\$27m	Revenue	\$52.1m	\$483.7m
Net income	4.6m	5.7m	Net income	4.3m	\$6.3m	Net income	18.4m	14.5m	Net income	44.6m	30m
Net per share	0.19	0.24	Net per share	0.73	0.98	Net per share			Net per share	0.56	0.48
Six months			Six months			Revenue	1.19m	1m	Six months		
Revenue	331.1m	388.8m	Net income	1.02m	\$35.3m	Net income	12.8m	144m	Six months	1.05m	\$28m
Net income	8.2m	10.8m	Net income	71.7m	\$4.8m	Net per share	0.50	—	Net income	55.8m	75.1m
Net per share	0.36	0.49	Net per share	1.22	1.12	† Loss			Net per share	1.08	0.95
ENGLEHARD Precious metals refiner			MCDONALD'S Fast food chain			NIKE Sportswear			ROCKWELL INTERNATIONAL Defense aerospace, robotics		
Second quarter	1987	1986	Second quarter	1987	1986	Fourth quarter	1986-87	1985-86	Third quarter	1987	1986
Revenue	\$50.9m	\$42.9m <td>Revenue</td> <td>1.25m</td> <td>1.08m</td> <td>Revenue</td> <td>237.7m</td> <td>245m</td> <td>Revenue</td> <td>\$3m</td> <td>\$1.8m</td>	Revenue	1.25m	1.08m	Revenue	237.7m	245m	Revenue	\$3m	\$1.8m
Net income	14m	15.4m	Net income	14.4m	13.8m	Net income	11.5m	13.7m	Net income	170.1m	163.5m
Net per share	0.41	0.38	Net per share	0.77	0.67	Net per share	0.58	0.58	Net per share	0.61	0.55
Six months			Six months			Year			Six months		
Revenue	1.14m	1.2m	Revenue	2.51m	2.02m	Revenue	\$77.4m	1.07m	Revenue	1.01m	1.01m
Net income	42.4m	28.5m	Net income	235.5m	225.8m	Net income	\$6.8m	\$6.8m	Net income	1.71m	1.53m
Net per share	0.26	0.26	Net per share	1.33	1.15	Net per share	0.53	1.55			

Continued on Page 35



## INTL. COMPANIES and FINANCE

## GROWTH IN PREMIUM INCOME FORECAST

## Allianz lifts earnings to DM383m

BY HANG SHOHAN IN MUNICH

ALLIANZ, West Germany's largest insurance group, lifted 1986 group net earnings to DM 383m (\$206m) from DM 328m in 1985 on premium income which rose by 10.3 per cent to DM 19.2bn.

Premium income in 1987 is expected to increase to over DM 25bn due largely to the first-time inclusion of results for Riminese Adriatica di Sicurtà (RAS), said Mr Wolfgang Schieren, the chief executive.

However, premiums this year will grow at a "satisfactory" rate even without RAS, added Mr Schieren. If RAS had been included for 1986 foreign premiums would have represented 37.5 per cent of Allianz's total premium income, he said.

Domestic premiums look set to increase by 4 per cent this year. However, an "extraordi-

ary" rise in domestic claims so far in 1987, mainly on industrial fire and auto policies, was likely to have a "marked" effect on profitability. Foreign premiums and earnings growth would both be "satisfactory" in 1987, Mr Schieren added.

Allianz's overall rate of return fell from 7.6 per cent to 6.6 per cent last year at holding company level. The return at Allianz Leben, the life subsidiary, had narrowed by 0.1 per cent to 7.7 per cent.

Mr Schieren confirmed that Allianz had still not found a suitable US acquisition, despite almost two years' search. Plenty of offers were coming in, he said, but these tended to be from problem-laden insurers.

The company would like to double its present US annual premium income of \$700m. Even companies in the \$300m

to \$400m premium band "would be interesting" so long as they were relatively trouble-free.

Meanwhile, the group would have around DM 2.1bn in its "war chest"—including DM 1.5bn raised last year but not yet touched—following its recent DM 600m rights issue and the profit participation certificates issue planned for October, said Mr Friederich Schiefer, the finance director.

That total could be increased if Allianz chose to liquidate short-term assets, he added. But its willingness to do so would depend on the profitability of any potential acquisition: selling short-term assets would reduce investment income, and any acquisition would have to make up this shortfall if Allianz's overall profitability were not to be damaged.

Allianz's total investment capital, which stands at DM 26.1bn in the books, is more like DM 68bn, according to some "conservative" estimates, said Mr Schiefer. The figure could probably rise to more than DM 100bn depending on methods of calculation and if indirectly-owned assets were included, he added.

Following renewed speculation about structural changes in German insurance, Mr Schieren repeated that Allianz, which is believed to own about 22 per cent of Bayerische Hypothekbank, one of Germany's largest banks, had no plans to buy a bank or develop further into financial services.

Allianz is currently the world's seventh largest insurance company.

## Benetton bank purchase blocked

BY ALAN FRIEDMAN IN MILAN

THE Bank of Italy has blocked Benetton, the leading Italian clothing group, from acquiring control of Credito Milanese, a medium-sized Milan bank.

The clothing company, whose managing director — Mr Aldo Palmieri — is a former Bank of Italy official, held informal discussions with the central bank and decided not to request formal approval for the deal.

Benetton already has an indirect holding in Credito Milanese. As part of its policy of diversifying into financial services Benetton owns 20 per

cent of the Istituto per lo Sviluppo Agrario, which in turn has 63 per cent of Credito Milanese. Until the Bank of Italy stepped in Benetton had been considering the purchase of a direct 45 per cent stake in the bank.

Benetton has other minority stakes in regional banks and controls a bank in the tiny republic of San Marino. The clothing group two weeks ago unveiled details of its plan to diversify into financial services and merchant banking.

It is putting together a range of activities including leasing, factoring, insurance, mutual funds, portfolios management and securities underwriting under the management of Mr Giovanni Franzini, a former executive of Merrill Lynch in London.

The Bank of Italy yesterday drew attention to the administrative guidelines which make clear "the separation between banks and non-financial companies." The guidelines allow for industrial companies to buy minority shareholdings only in banks.

## Air France to float 15% of equity this year

By Paul Berts in Paris

AIR FRANCE, the French national airline, gave an insight into its privatisation plans yesterday by announcing that 15 per cent of its capital would be floated on the bourse before the end of this year.

However, the airline, which faces a big fleet renewal programme, gave no indication of the amount it would raise through the share issue.

Mr Jacques Friedmann, the chairman, has long made it clear that he favoured opening part of Air France's capital as a means of easing the airline's financing difficulties.

Mr Friedmann said Air France's fleet renewal programme involved FF 25bn (\$4bn) over an eight-year period. The airline hopes to buy 25 Airbus A-320s, 18 Boeing 747-400s, and seven Airbus A-340s.

Company officials said yesterday that there was no question of Air France being wholly privatised. The Government owns 99.98 per cent of the airline.

Mr Friedmann said he was keen to see Air France employees become shareholders in the company. As a result the company is planning to set aside 10 per cent of its forthcoming capital increase for employees.

## MBB-Daimler talks confirmed

BY OUR FRANKFURT STAFF

DAIMLER BENZ, the West German motor group which has diversified into electronics and aerospace in the past two years, yesterday denied reports that it was taking a stake in Messerschmitt-Boelkow-Hoehn (MBB), the country's leading aerospace group.

However, MBB has confirmed that talks with Daimler are taking place, although it is believed these fall short of discussions on equity links and most likely involve some form of closer co-operation between MBB and Daimler, Germany's

second biggest aircraft group, controlled by Daimler.

MBB strenuously denied earlier reports which claimed that Mr Alois Schwarz, the deputy chairman of its supervisory board, had said in a radio interview that an agreement with Daimler had almost been reached, under which it would receive MBB shares in return for bringing Daimler under MBB's wing. Effective management control of the whole group would eventually go to Daimler.

Meanwhile, Mr Wolfgang

Schieren, chief executive of Allianz, West Germany's biggest insurance group, which indirectly owns 4.63 per cent of MBB, said in Munich yesterday that his group had not been approached regarding its stake in the company.

Allianz would like to remain involved in MBB, he said. However, it would not stand in the way of any "industrial solution"—taken to mean participation by Daimler—should that mean giving up its stake.

All the securities having been sold, this advertisement appears as a matter of record only.

New Issue July 1987

**SRBANK**

**Sparebanken Rogaland**

Stavanger, Norway

Swiss Francs 40 000 000.-

4 7/8 % Subordinated Bonds of 1987 due 1994

**BANK GUTZWILLER, KUFZ, BUNGENER LTD**

Alpha Securities AG	Bank Meuser & Cie AG
Amro Bank and Finanz	Credit des Bergues
Banca Commerciale Italiana (Suisse)	Manufacturers Hanover (Suisse) S.A.
BKA Bank für Kredit und Aussenhandel AG	Mitsui Finance (Suisse) Ltd
Chase Manhattan Bank (Suisse)	Nippon Kangyo Kakumaru (Suisse) S.A.
Citicorp Investment Bank (Suisse)	Overland Trust Banca
Compagnie de Banque et d'Investissements, CBI	Samuel Montagu (Suisse) S.A.
Daiwa Finance Ltd.	J. Henry Schroder Bank AG
Deutsche Bank (Suisse) S.A.	Société Générale
Dresdner Bank (Suisse) AG	Sumitomo International Finance AG
Great Pacific Capital S.A.	Taiyo Kobe Finanz (Suisse) AG
E. Gutzwiller & Cie, Banquiers	The Long-Term Credit Bank of Japan
INGEBA International Cooperative Bank Co. Ltd	(Suisse) AG
Kreditbank (Suisse) S.A.	The Royal Bank of Canada (Suisse)

<p><b>N.S. Finance Corporation N.V.</b></p> <p>U.S. \$15,000,000</p> <p>Guaranteed Floating Rate Notes due 1987/89</p> <p>Unconditionally guaranteed by Nederlandse Schaaaphypothekbank N.V.</p> <p>For the three months 21st July, 1987 to 21st October, 1987 the Notes will carry an interest rate of 7 1/4% per annum with a coupon amount of U.S. \$91.94 payable on 21st October, 1987.</p> <p>Barclays Trust Company, London Agent Bank</p>	<p><b>BRITANNIA BUILDING SOCIETY</b></p> <p>£150,000,000</p> <p>Floating Rate Notes Due 1996</p> <p>In accordance with the terms and conditions of the Notes, notice is hereby given that for the three months interest period from (and including) 22nd July, 1987 to (but excluding) 22nd October, 1987, the Notes will carry a rate of interest of 9.4125 per cent per annum. The relevant interest payment date will be 22nd October, 1987. The Coupon Amount per £10,000 will be £237.25, payable against surrender of Coupon No. 4.</p> <p>Barclays Bank Limited Agent Bank</p>	<p><b>FIRST CITY BANKCORPORATION OF TEXAS, INC.</b></p> <p>US\$100,000,000</p> <p>Floating Rate Notes due January, 1995</p> <p>In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the three month period 22nd July, 1987 to 22nd October, 1987, has been fixed at 7 1/4 per cent per annum. Interest will therefore be payable, at US\$100.00 on 22nd October, 1987.</p> <p>MANUFACTURERS HANOVER TRUST COMPANY Agent Bank</p>	<p><b>ALUMINIUM</b></p> <p>The Financial Times is proposing to publish this Survey on</p> <p>WEDNESDAY OCTOBER 28 1987</p> <p>For full details, contact:</p> <p>ANTHONY HAYES on 021-484 9823</p> <p>FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER</p>
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NEW ISSUE

22nd July, 1987

# TOYOTA

## TOYOTA MOTOR CORPORATION

U.S. \$800,000,000

1 1/4 per cent. Bonds 1992

with

Warrants

to subscribe for shares of common stock of Toyota Motor Corporation

Issue Price 100 per cent.

Nomura International Limited

The Nikko Securities Co., (Europe) Ltd.

Credit Suisse First Boston Limited

Tokai International Limited

Daiwa Europe Limited

Merrill Lynch Capital Markets

Mitsui Finance International Limited

Sanwa International Limited

KOKUSAI Europe Limited

Algemene Bank Nederland N.V.

Banque Paribas Capital Markets Limited

BNP Capital Markets Limited

Crédit Lyonnais

Dresdner Bank Aktiengesellschaft

Kidder, Peabody International Limited

Morgan Grenfell & Co. Limited

Morgan Stanley International

J. Henry Schroder Wagg & Co. Limited

Swiss Bank Corporation International Limited

S.G. Warburg Securities

LTCB International Limited

Arab Banking Corporation (ABC)

BankAmerica Capital Markets Group

Barclays de Zoete Wedd Limited

Chase Investment Bank

County NatWest Limited

Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.)

Prudential-Bache Capital Funding

Nippon Kangyo Kakumaru (Europe) Limited

Banque Bruxelles Lambert S.A.

Baring Brothers & Co., Limited

Commerzbank Aktiengesellschaft

Deutsche Bank Capital Markets Limited

Goldman Sachs International Corp.

Kleinwort Benson Limited

Morgan Guaranty Pacific Limited

Salomon Brothers International Limited

Shearson Lehman Brothers International

Union Bank of Switzerland (Securities) Limited

Bank of Tokyo Capital Markets Limited

ANZ Merchant Bank Limited

Banco di Napoli

Bankers Trust International Limited

James Capel & Co.

Citicorp Investment Bank Limited

Crédit Commercial de France

Orion Royal Bank Limited

Westdeutsche Landesbank Girozentrale

NEW ISSUE

22nd July, 1987



## OHBAYASHI ROAD CONSTRUCTION CO., LTD.

U.S. \$25,000,000

1 1/4 per cent. Guaranteed Bonds 1992

unconditionally and irrevocably guaranteed by

The Sanwa Bank, Limited

with

Warrants

to subscribe for shares of common stock of Ohbayashi Road Construction Co., Ltd.

Issue Price 100 per cent.

Nomura International Limited

Cosmo Securities (Europe) Limited

Robert Fleming & Co. Limited

KOKUSAI Europe Limited

Mitsui Finance International Limited

Swiss Bank Corporation International Limited

Sanwa International Limited

County NatWest Limited

IBJ International Limited

Mito Europe Limited

Shearson Lehman Brothers International

Toyo Trust International Limited

Handwritten note: "It's not a lot"



# BARINGS

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.



## AIR PRODUCTS AND CHEMICALS, INC.

(Incorporated with limited liability under the laws of the State of Delaware, United States of America)

### Issue of

**\$50,000,000**

**9% per cent. Notes Due 1997**

**Issue Price 100% per cent.**

Barings Brothers & Co., Limited

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

May 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.



## Blue Circle Industries PLC

(Incorporated with limited liability in England)

**£60,000,000**

**6% per cent. Subordinated Convertible Bonds Due 2002**

**Convertible into ordinary shares**

Barings Brothers & Co., Limited

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

May 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## GENERAL MOTORS ACCEPTANCE CORPORATION (UK) FINANCE PLC

(Incorporated in England)

Continued as to payment of principal and interest by

**GENERAL MOTORS ACCEPTANCE CORPORATION**

(Incorporated in the State of New York, United States of America)

**£50,000,000**

**9% Notes Due 1992**

Barings Brothers & Co., Limited

BankAmerica Capital Markets Group • Banque Paribas S.A.  
Chemical Bank International Group • Citibank N.A.  
Commerzbank AG • Credit Suisse  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

May 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.



## INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

Issue of

**£200,000,000**

**9% per cent. Bonds Due 2007**

**Issue Price 98% per cent.**

Barings Brothers & Co., Limited

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

June 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## GREAT PORTLAND ESTATES PLC

Further issue by way of placing of

**£40,000,000**

**nominal of 9% per cent.**

**First Mortgage Debenture Stock 2016 at 89.079 per cent.**

Barings Brothers & Co., Limited

May 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## Covered Swiss Franc equity warrants exercisable into 7,000,000 shares of Hazama-Gumi, Ltd.

Issued by

**BARINGS B.V.**

Sole Swiss Placement Agent

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

June 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## Covered Swiss Franc equity warrants exercisable into 27,000,000 shares of Kubota, Ltd.

Issued by

**BARING BROTHERS & CO., LIMITED**

Sole Swiss Placement Agent

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

March 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## Covered Swiss Franc equity warrants exercisable into 7,000,000 shares of Mitsubishi Chemical Industries Limited

Issued by

**BARINGS B.V.**

Sole Swiss Placement Agent

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

May 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## Covered Swiss Franc equity warrants exercisable into 10,000,000 shares of Mitsubishi Gas Chemical Co., Inc.

Issued by

**BARING BROTHERS & CO., LIMITED**

Sole Swiss Placement Agent

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

May 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## Covered Swiss Franc equity warrants exercisable into 2,250,000 shares of Seino Transportation Co., Limited

Issued by

**BARINGS B.V.**

Sole Swiss Placement Agent

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

June 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## Covered Swiss Franc equity warrants exercisable into 6,000,000 shares of Suzuki Motor Co., Ltd.

Issued by

**BARINGS B.V.**

Sole Swiss Placement Agent

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

July 1987

This prospectus is a summary of the terms of the issue. The full prospectus is available on request from the issuer or the underwriter.

## Covered Swiss Franc equity warrants exercisable into 3,000,000 shares of Yamaichi Securities Company, Limited

Issued by

**BARING BROTHERS & CO., LIMITED**

Sole Swiss Placement Agent

Algemeen Bank Nederland N.V. • Banque Paribas S.A.  
Commerzbank AG • Citibank N.A.  
Credit Suisse • Deutsche Bank AG  
First City Bank • HSBC Bank Ltd.  
J.P. Morgan & Co. • London & Lancashire Bank Ltd.  
Mitsubishi Bank Ltd. • Paribas Bank Ltd.  
Royal Bank of Canada • Swiss Bank Corp.  
Union Bank of Switzerland • WestLB AG

March 1987



This announcement appears as a matter of record only.

July, 1987

## Storebrand A/S



U.S. \$250,000,000  
Eurocommercial Paper Programme

Arranged by  
Salomon Brothers International Limited

Dealers

Christiania Bank, London Branch  
First Chicago Limited  
Morgan Stanley International  
Société Générale  
Den norske Creditbank PLC  
Midland Montagu Commercial Paper  
Salomon Brothers International Limited  
S.G. Warburg & Co. Ltd.

Issue and Principal Paying Agent

The First National Bank of Chicago

## Storebrand A/S



U.S. \$50,000,000  
Extendible Revolving Credit Facility

Arranged by  
Salomon Brothers International Limited

Advisers to the Borrower

A/S Custos Finans

Carl Kierulf &amp; Co.

Managers

The Dai-ichi Kangyo Bank, Limited  
The First National Bank of Chicago  
Christiania Bank og Kreditkasse  
Den norske Creditbank Group  
Swiss Bank Corporation International Limited  
Société Générale

Participants

Hambros Bank Limited  
The Mitsubishi Bank, Limited  
Midland Bank plc  
Svenska Handelsbanken Group

Facility Agent

Hambros Bank Limited

These Debentures having been sold, this announcement appears as a matter of record only.

New Issue

July 1987



IBM Canada Limited  
(Incorporated under the laws of Canada)

Can. \$100,000,000  
9½% Debentures due July 13, 1992

Orion Royal Bank Limited

CIBC Capital Markets

Morgan Guaranty Ltd

Wood Gundy Inc.

Algemene Bank Nederland N.V.

The Bank of Nova Scotia

Banque Paribas Capital Markets Limited

Chemical Bank International Limited

Credit Suisse First Boston Limited

Genossenschaftliche Zentralbank

Aktiengesellschaft

IBJ International Limited

McLeod Young Weir International Limited

Midland Doherty Limited

Nomura International Limited

Salomon Brothers International Limited

Swiss Volksbank

Union Bank of Switzerland (Securities) Limited

Bank of Montreal Capital Markets Limited

Banque Bruxelles Lambert S.A.

BNP Capital Markets Limited

Citicorp Investment Bank Limited

Deutsche Bank Capital Markets Limited

Goldman Sachs International Corp.

LTCB International Limited

Merrill Lynch Capital Markets

Morgan Stanley International

Richardson Greenfields of Canada (U.K.)

Limited

Swiss Bank Corporation International Limited

Toronto Dominion International Limited

S.G. Warburg Securities

## INTL. COMPANIES and FINANCE

Chris Sherwell on the rapid growth of a New Zealand property group  
Chase shifts its focus offshore

ASK New Zealanders about the most palpable changes wrought by their market-oriented Labour Government, and they'll quickly point to the skyline of Auckland and Wellington.

Ask them which property development companies are responsible, and one of the names on the list will almost certainly be Chase Corporation.

No relation to the US bank, it is headed by 42-year-old Colin Reynolds, a grey-bearded

butcher's son from a North Island country town who trained as an accountant but decided at an early stage he wanted to be a businessman.

After travelling abroad — almost de rigueur for young New Zealanders — Mr Reynolds started his career back at home in the late 1960s, working in a provincial accounting practice.

He formed Chase "as a hobby" in 1970, but began working full-time by 1972 and moved to Auckland in 1973.

A self-confessed "obsessive planner," he has been the driving force behind Chase from the start and is still the controlling shareholder.

The business grew by identifying poorly performing property companies with assets in land and taking them over. Chase went public in 1985 through the takeover of an existing shell and has grown so rapidly it is now justifiably seen as much more than an entrepreneurial property company.

To its basic business it has added other property-related cash-generating operations — the Amalgamated Theatres chain in 1982, Universal Homes in 1985 and, last year, the Farmers Trading retail group.

By the end of 1985, Chase had already grown to 25th largest company in New Zealand in terms of market capitalisation. A year later it was third largest, behind Electricity Investments and the more conventional

Fletcher Challenge.

The sharp correction in the overbought New Zealand market since last November, however, has hit Chase's share price more than most.

The widely-watched Barclays index of 40 stocks fell more than 22 per cent from a peak of 3,912 to 3,024 by the end of June, and the company had slipped back to 10th position. Its share price stood at NZ\$3.40.

ENTREPRENEUR INTERVIEW: NATIONAL, the US arm of Chase Corporation, has made a US\$28 a share offer for Standard Brands Paint, a subsidiary of the US tobacco, food and diversified group.

The offer, made up of US\$21 in convertible notes, values Standard Brands Paint at US\$293m. The company, based in Torrance, California, operates a chain of home decorating and art shops.

Standard Brands Paint

little more than one-third of its all-time high of NZ\$9.50.

Mr Reynolds is not worried by this, saying it was inevitable in a retail market that the most popular stocks on the way up would become the most unpopular on the way down.

In support, two New Zealand stockbroking firms, Jordan Sandman Smythe and Hendry Hay McIntosh, both say the fall has left the company valued below its fundamental worth on the basis of its earnings and net assets.

Forecasts for net earnings in the 13 months to June (the group's accounting year) has changed) range from NZ\$125m to NZ\$135m (US\$82m), a sharp rise from the NZ\$50.1m reported for the year to March 1986. Projected earnings for 1987-88 are NZ\$160m-170m.

The confidence behind these

predictions stems in part from the fact that Chase's property activities are largely demand-driven.

The predictions also spring from the move offshore and into non-property interests. By the end of the current year the group will have about one-third of its assets in New Zealand.

Until recently, the group had been more like 85-50 per cent.

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## Dealings in First Capital shares under investigation

BY ROGER MATTHEWS IN SINGAPORE

OFFICIALS from Singapore's Ministry of Finance are looking into recent share dealings revolving around First Capital Corporation, the fast-growing property company controlled by former banker, Mr Allan Ng.

There has been no official statement about the inquiries, but First Capital stressed last night that it was not under investigation and said that, in so far as it was aware, none was contemplated.

It has asked the Stock Exchange to lift the suspension of trading in its shares, which it requested on Monday, and stressed that First Capital was "exactly the same first-class company that it has always been."

First Capital shares were last traded at S\$2.23, off from their peak of S\$2.55, but still three times higher than earlier in the year. The company suspects that recent rumours may have caused some damage to its image and fears that this could be reflected in its share price.

The company has enjoyed a particularly active year, starting in January, when First City Holdings, Mr Ng's investment vehicle, bought from Standard Chartered Bank a 24 per cent stake in Seallon Hotels, which had recently sold its only asset, the Raffles Hotel.

The shares sold by Standard Chartered were part of a package which had been mortgaged to the bank by Monasia Investments, a Malaysian company run by Mr Yap Yung Seong, against loans of some S\$100m (US\$47m).

Seallon Hotels, subsequently renamed First Capital Corporation, then launched into the property market, making three major acquisitions.

To finance its most recent purchase, First Capital has proposed a rights issue aimed at raising up to S\$160m. However, the issue was then withdrawn for repackaging.

At the same time, Standard Chartered has disposed of the remaining part of the Monasia stake in First Capital.

First Capital said last night that it was continuing with the preparations of the documentation for its proposed rights

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Société Nationale des Chemins de Fer Belges (S.N.C.B.)



Nationale Maatschappij der Belgische Spoorwegen (N.M.B.S.)

US\$ 75,000,000 Floating Rate Notes due 1991

guaranteed by  
The Kingdom of Belgium  
(of which US\$ 50,000,000 is being issued as an initial tranche)

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from July 23, 1987 to October 23, 1987 the Notes will carry an interest rate of 6 7/8% p.a.

The interest payable on the relevant interest payment date, October 23, 1987 against coupon 077 will be US\$1,756.94 per Note of US\$ 100,000 nominal and US\$ 4,392.35 per Note of US\$ 250,000 nominal.

The Agent Bank

KREDIETBANK  
S.A. LUXEMBOURG

## NOTICE OF REDEMPTION

## GARIPLLO

Cassa di Risparmio delle  
Province Lombarde

London Branch

ECU 50,000,000

Callable Negotiable London Floating Rate  
ECU Certificates of Deposit

Issued on 22nd February, 1985

Notice is hereby given that in accordance with Condition 3 of the Certificates of Deposit (the "Certificates") Cassa di Risparmio delle Province Lombarde (the "Issuer") will redeem all outstanding Certificates on 26th August, 1987 (the "Redemption Date"), at the principal amount.

Payment of the principal amount, together with accrued interest to the Redemption Date, will be made on the Redemption Date upon surrender of the Certificates through the medium of a Recognised Bank in the U.K. at the office of the Issuer.

Interest will cease to accrue on the Certificates on the Redemption Date.

Cassa di Risparmio delle Province Lombarde  
London Branch  
6 Bishopsgate London EC2N 4BQ  
23rd July, 1987

U.S. \$100,000,000

VereinWest Overseas Finance  
(Jersey) Limited

Floating Rate Notes Due 1991

secured on a deposit with

Vereins- und Westbank  
Aktiengesellschaft

Interest Rate 7.0675% p.a.

Interest Period 23rd July 1987

Interest Amount per U.S. \$100,000 Note due 25th January 1988 U.S. \$366.19

Credit Suisse First Boston Limited  
Agent Bank

This announcement appears as a matter of record only.

July 1987

325,000 Shares

Dataline, Inc.

Common Stock

The undersigned acted as agent in the private placement of these securities.

McKinley Allsopp, Inc.

Weekly net asset value



Tokyo Pacific Holdings (Seaboard) N.V.

on 20.7.87 US \$132.69

Listed on the Amsterdam Stock Exchange

Information: Pierson, Hidding &amp; Pierson N.V., Herengracht 214, 1018 BS Amsterdam.

## AIBD BOND INDICES

WEEKLY EUROBOND GUIDE JULY 17 1987

	Redemption Yield	Change on Week	12 Months High	12 Months Low
US Dollar	9.326	-0.344	9.702	8.440
Australian Dollar	13.750	-0.528	14.735	13.585
Canadian Dollar	10.393	0.348	10.776	9.372
Eurodollar	6.048	-0.362	6.250	5.804
Euro Currency Unit	8.421	0.023	8.882	8.219
Yen	5.874	0.376	6.449	5.218
Sterling	9.736	-0.397	11.609	9.443
Deutschemark	6.072	0.049	6.504	5.890

Bank J. Vontobel &amp; Co Ltd, Zurich - Telex: 812744 JYZ CH

Handwritten signature: J. Vontobel



## INTERNATIONAL CAPITAL MARKETS and COMPANIES

## Schroder repackage offer for \$1bn of perpetuals

BY ALEXANDER NICOLL, EUROMARKETS EDITOR

AN INNOVATIVE offer was launched yesterday to buy up to \$1bn of perpetual floating rate notes, in exchange for fixed-rate securities to be guaranteed by a US insurance company and expected to have a triple-A rating.

J. Henry Schroder Wagg, the UK merchant bank, has devised the offer which is designed to improve the capital ratios of banks which own perpetuals. It is co-sponsored by Salomon Brothers International and Nomura International.

The launch had been planned for Tuesday evening, but was delayed as lawyers wrangled over documentation of trust deeds.

Some \$18bn of perpetual bonds have been languishing at prices 10 to 20 per cent below face value since the sector collapsed last year, causing a crisis in the European market.

Under UK and US rules, banks holding a perpetual issued by another bank must deduct the amount of the holding from their primary capital.

However, the Bank of England will not require the new securities to be treated as

issued by another bank. The capital required to back the investment will thus effectively be reduced from 100 to 10 per cent.

The attitude of US regulators, however, is unclear. The Japanese authorities do not at present require banks holding

holders of other banks' perpetuals to deduct them from primary capital, but all three countries are involved in talks on convergence of bank capital

rules. Japanese banks are large holders of perpetuals.

In a complex tender, holders of some \$13.8bn of 37 eligible perpetuals issued by 24 borrowers are being invited to put up, in addition to the notes themselves, an additional cash amount—depending on the quality of individual issues tendered. Schroder will list a tender price each day for each eligible issue.

The initial prices—the cash amounts which holders must put up—ranged from \$13.99 per \$100 face value for issues by overseas subsidiaries of Barclays and National Westminster banks, up to \$21.76 for a Bank of Ireland issue.

For each \$1m of notes successfully tendered, holders will receive \$930,000 of 28-year bonds issued by Security Investment Holdings, a special purpose Cayman Islands company, bearing interest at 0.3 per cent above money market rates. They will also get non-voting shares in the vehicle company.

The Cayman company will hold the perpetuals and use the interest on them to pay interest on the new bonds. The mechanism cannot be used to mop up only the worst-performing perpetuals because Financial Security Assurance, the US company providing the guarantee, requires that a balanced portfolio be purchased in order to reduce the likelihood of a default.

The Cayman vehicle will hold a portfolio of zero coupon Treasury bonds of 40 basis points below the US Government rate as it was in line with the trading levels of comparable bonds in the secondary market.

During the afternoon the bond was quoted at less than 218 bid. This was outside its 1 1/2 per cent bid but implied a slight narrowing in its yield differential, Morgan Stanley said.

An unusual \$60m convertible for Lloyds, the UK-based conglomerate headed by Mr. T. Rowland, provided the main talking point in the market.

The issue exceeded limitations on the size of convertible issues put forward by British insurance companies and pension funds earlier this year. It fully converted, it would cause a 5 per cent dilution of the company's issued share capital.

## Poor start for \$200m Sweden launch

By Clare Pearson

SWEDEN returned to the fixed interest Eurobond market yesterday after a six-month absence with a five-year \$200m deal led by Morgan Stanley International.

The issue traded at disappointing levels; it came on a difficult day when the US Treasury bond market weakened on fears about rising oil prices. But dealers said it was eventually prompted, especially from central banks, the investment criteria of which it suits, and which have been starved of five-year sovereign paper this year.

The \$1 per cent bond was priced at 101 1/2 to give an initial yield margin over US Treasury bonds of 40 basis points. This was outside its 1 1/2 per cent bid but implied a slight narrowing in its yield differential, Morgan Stanley said.

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A weaker yen has dented market confidence. Ian Rodger reports  
Cash mountain builds up in Japan

A CASH mountain is building up in Japan because investors have turned sour on the weakening domestic bond and stock markets.

Liquid funds in Japan's Tokyo specified money trusts, fund trusts and investment trusts have risen by more than a third since March to ¥11,000bn (\$72bn) and analysts estimate that the average fund now has 40 to 50 per cent of its assets in short-term money instruments.

Opinions are sharply divided about how and when this huge build-up of liquidity will be deployed. Some analysts foresee an early stabilisation of the bond market and a rally of the stock market in the autumn, based on expectations of a recovery in corporate earnings.

Others believe that the recent tendency of portfolio managers to direct more funds abroad will accelerate, at least until a recovery in the Japanese economy leads industrial companies to withdraw money from their Tokyo funds and put it into rebuilding stocks and, ultimately, new plant.

The net outflow of investment funds from Japan has accelerated sharply in the past two months, since the US dollar began to strengthen against the yen. It has been directed especially into US bonds and equities. Japanese net purchases of US securities are estimated to have reached between \$7bn and \$8bn in June—three times the level of May. In the first two weeks of July, they rose to \$8.2bn, according to a Bank of Japan official.

Meanwhile, the Nikkei average of leading Tokyo Stock Exchange issues has tumbled by more than 12 per cent since hitting its all-time peak of 25,928.45 on June 17, and the price of the benchmark 89th series government bond has fallen from 116.6 in mid-June to 102.06 yesterday.

There is now a wide consensus in Kabuto-cho, Tokyo's financial district, that the forces that have driven both the strong bond and stock markets in the past two years are spent.

The main force, paradoxically, was the rising value of the yen. Although it was causing considerable damage to Japanese industrial companies, it was also producing the so-called three merits—declining inflation, declining oil prices and declining interest rates. These trends, in turn, contributed significantly to the formation of funds for investment and favoured the stock market as an outlet for these funds.

Now that the yen has begun to weaken, these trends are being reversed. Interest rates and oil prices are rising, and there are fears that the country's high money supply growth rate, which has so far caused inflation only of share and land prices, will soon cause price increases elsewhere.

On the other hand, Tokyo analysts point out that money supply growth (M2 plus certificates of deposits) were up 10 per cent in June, excluding oil and gold. They say that the current account surplus will decline more quickly than expected and so the yen will remain relatively weak. That means the stock market will

need a new stimulus if it is to recover in the near future.

The most popular candidate to provide the new stimulus is an old-fashioned earnings recovery. Many Japanese companies are indicating that they have adjusted to the higher yen and that, based in part on a strengthening domestic market, they will make better than expected profits in the first half of this fiscal year.

"I think there will be a lot of good news from companies," Mr. Yasuo Kanazaki, executive vice president of Nikko Securities, said yesterday.

Others doubt that the earnings recovery will be enough to lead the stock market into new growth. Mr. David Gerstenhaber of Morgan Stanley predicted: "We are unlikely to have a major rally for the foreseeable future."

One clue to the direction of the market in the next few months is the heavy schedule of new issues in the stock market. This includes a privatisation sale of shares worth an estimated ¥5,000bn (\$35bn) of Nippon Telephone and Telegraph in October, and about ¥1,200bn worth of bank issues in the next few weeks.

There is certainly no shortage of liquidity for these issues, but the authorities and the powerful leading securities houses will not want to see the NTT shares launched into a lifeless market.

"It would be awfully convenient if the market continued dull for a couple of months and then rose when NTT comes," one analyst said yesterday.

Certainly, Bank of Japan's officials continue to express concern about another round of currency instability.

Others argue that the authorities are underestimating the speed at which Japan's imports are growing—up 38.8 per cent in June, excluding oil and gold. They say that the current account surplus will decline more quickly than expected and so the yen will remain relatively weak. That means the stock market will

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## UK COMPANY NEWS

David Waller on Tyndall's offer for Clayton Robard

## The attractions of Australia

MR GARNET HARRISON first visited Australia in 1981. What impressed him as much as the beaches and the absence of a winter, was the immaturity of the personal investment market in the Antipodes.

"It was like getting out of a time machine," he recalls, "the whole industry just didn't exist."

Unit trusts were largely limited to investments in cash and property. The concept of unit-linked life insurance policies had not taken hold of the saver's imagination. Saturday newspapers were not crammed with advertisements for such products.



Garnet Harrison, managing director, Tyndall Holdings

After his fortnight's visit, Mr Harrison determined to return. Six months later he did so, and over the next four years, helped to build up the financial services group now known as Clayton Robard. Earlier this week it indicated its willingness to be taken over for A\$481m (£215m) by Tyndall Holdings, the smaller UK company where Harrison has been managing director since last Autumn.

On the day that the Argentine invaded the Falklands in April 1982, Mr Harrison succeeded in persuading Mr Christopher Spence of English Trust, the London merchant bank, to provide the finance necessary to launch an attack on Australia's virgin financial markets: UK institutions financed the acquisition of Keywest, a quoted cash shell.

Mr Harrison's first venture was to acquire control of Murrumbidgee Holdings, an obscure dairy company. Its shares could only be traded at the company's head office in Wogga Wogga, New

South Wales, and were "fundamentally undervalued," according to Mr Harrison. The deal injected A\$2.8m cash into Keywest's balance sheet.

The move beyond elementary investment banking came in August 1983 with the acquisition of 75 per cent of Clayton Robard Management for A\$3.75m. At the time of acquisition, the three partners managed funds worth A\$90m.

"The market was beginning to explode," Mr Harrison says, "within a month funds totalled \$100m."

At the end of June this year, funds under Clayton Robard's management fell slightly short of A\$1.5bn. Brokers estimate

that its profits for the end of June will exceed A\$20m—and are likely to be A\$30m in the current year.

Over the past three months, sales of new life-related products have averaged A\$60m a month. And over the past four years the mushrooming of the sector has attracted numerous foreign investment management companies to Australia. These include GT, Hambro, Fidelity, and Bankers Trust, to name but a few. Mr Harrison believes that the sector is growing at the rate of A\$5bn a year, stimulated, not impeded, by increased competition.

He attributes the boom to the transfer of wealth from the first postwar generation to the next, and to a young society's tendency to diversify the nature of its assets, from land and private companies to more liquid equity portfolios. Furthermore, the Australian government has relaxed exchange controls.

Clayton Robard now sells about 20 "products," as opposed to a mere three when absorbed by Keywest. It also has three captive investment companies (the equivalent of UK quoted investment trusts) used by the in-house life assurance company, Associated National Life. These allow Antipodians to invest in an international growth fund; a special situation fund; and a smaller company fund.

From London, Clayton Robard also manages the Australia Investment Trust, which gives UK investors access to the Australian stockmarket. Once the tortuous process of acquisition is completed, at the earliest towards the end of September, Mr Harrison intends to develop both sides of the business: investment in Australia from overseas, and investment overseas from Australia.

Tyndall had funds under management of £360m at the end of June. Furthermore, it provides on-shore and off-shore banking and trust facilities. Mr Harrison believes these activities will complement those of Clayton Robard. The long-term aim is to create an international financial services company concentrated on the needs of the individual, and weighted towards the Pacific basin.

Clayton Robard, as it is today, emerged last year out of a series of tangled inter-company shareholdings. Keywest merged with Kaitake, the former plantations company of the prominent Darling family. In 1984 the two companies acquired 50 per cent each of ANL, Australia's eighth largest life company, but the situation was complicated by Kaitake's 50 per cent holding in Keywest. Following the merger, the Darling family ended up with 40 per cent of Clayton Robard—which in April this year they decided to sell.

It is this factor which has made Tyndall's bid possible. Although "welcomed" by Clayton's management, Australian takeover rules prohibit a bidder acquiring more than a fifth of its target other than as a result of the offer. This means that a counter-offer cannot be ruled out.

Mr Harrison says there is a 40 per cent chance of this happening, to the bid could degenerate into a prolonged squabble.

## Bard claims victory in Jarvis bid battle

By Philip Cogan

MR HARVEY BARD, the London property investor, yesterday claimed a surprise victory in his battle to win control of building company J. Jarvis. PK English Trust, his financial adviser, yesterday announced the offer was unconditional after acceptance carried his holding to 50.3 per cent.

It is unusual for a bidder to win success by the first closing date and Mr David Beatty, J. Jarvis' chairman, said he was "puzzled" by the announcement, especially as Mr Bard's 75p per share cash offer, via Brookville Securities, was still below the 80p market price.

Mr Beatty was brought into the company in 1965 after the addition of a housebuilding arm would also help the group get maximum potential from land which has come into the company as a result of acquisitions, and complement its stable timber interests. The deal comes just two weeks after Hilldown agreed to purchase Canadian agri-products group Maple Leaf Mills for £169m cash.

The company is proposing to buy 94 per cent of Fairview for £25.5m—with an option agreement over the remainder—and to repay its debts, which total £14m. The deal is being financed by a vendor placing of 6.5m shares; the vendors are retaining a further 2m. Hilldown shares are being placed by Hilldown's joint brokers, Hoare Govett and Warburg Securities, to finance the debt

repayment. The placing price on the 11.55m shares is 300p.

Fairview New Homes was created in 1982 when Fairview Estates split its interests into commercial property development and investment—now the quoted Frogmore Estates group—and housebuilding. A partnership, mainly Fairview directors who had been responsible for the housebuilding side, was formed to manage a four-year development programme on the housebuilding side—sharing in profits from that work.

However, links with Frogmore are now severed and the independent Fairview is estimating pre-tax profits in excess of £7.5m for the year to end-June.

The company currently has a land bank comprising 2,500 plus plots and some 20 sites under development.

Hilldown's move into housebuilding comes at a time when Mr David Thompson, its co-founder and former joint chairman, has been particularly active on the property front in a private capacity, taking a controlling interest in Glenree Estates, the estate agents, and buying a 29 per cent interest in Marler Estates.

However, Mr Solomon said yesterday that this was "purely coincidental." Mr Thompson halved his stake in Hilldown to 15 per cent in April and is now a non-executive director at Hilldown.

Hilldown shares shed 2p to 802p yesterday.

## Hilldown turns to housebuilding with £40m acquisitions

By Nikki Tait

Hilldown Holdings, the acquisitive food and furniture group, is expanding in yet another direction—this time with the proposed acquisition of Fairview New Homes, a London-based housebuilder split off five years ago from the then Fairview Estates group. In total, the deal is worth just under £40m.

Hilldown already has substantial property interests—the division made operating profits of £5m on sales of £11.2m in 1986—and a residential refurbishment programme is underway involving Nash terraces around London's Regents Park.

Yesterday, Mr Harry Solomon, Hilldown chairman, said that the addition of a housebuilding arm would also help the group get maximum potential from land which has come into the company as a result of acquisitions, and complement its stable timber interests. The deal comes just two weeks after Hilldown agreed to purchase Canadian agri-products group Maple Leaf Mills for £169m cash.

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## Ealing Electro in bid talks

By Philip Cogan

Ealing Electro-Optics, the USM-quoted optical equipment manufacturer, is one step closer to finding a new owner. Its board announced yesterday that it was in talks with an unnamed party which may or may not lead to an offer for the company.

The potential bidder was introduced by Slepner UK, a financial services company whose ultimate holding company is the Norwegian group Neri Slepner, which holds a 40.5 per cent in EEO, has undertaken to find a bidder, or to bid itself, for the company before September 30.

Slepner acquired the stake from EEO's one-time parent company, Ealing Corporation as security for a finance programme. The takeover failed to proceed until July 1 and extended the deadline when Slepner agreed to find a bidder for at least 150p per share.

Ward White has commenced a public offering of 800,000 American Depositary Shares at \$10.87 per share. In addition to this initial offering, which is managed by Shearson Lehman, Ward White will make available a further 125,535 ADS's to the underwriting facilities for management of the issue. If the further 125,535 ADS's are taken up, the maximum size of the offer will be 2,557,211 new ordinary shares, representing 21 per cent of the issued ordinary share capital.

Staverley Industries chairman told shareholders at yesterday's annual general meeting that it was too early in the trading year to be sure about the year as a whole. Significant external influences on exchange rates would impact the company and these were not too easy to forecast with certainty. All he could say at this stage was that the company continued to progress and subject to no unexpected setbacks, they anticipated another record year.

Valor name change At yesterday's annual general meeting of Valor shareholders approved a change of name to Yale Valley following the \$48m American acquisition of the company by the company. Trading at Yale and Antone was said to be buoyant while in Britain Valor trading continued to be good.

Dawson Intl DAWSON INTERNATIONAL chairman told shareholders at yesterday's annual general meeting that in addition to all existing businesses growing, the company was also examining several potential acquisitions. Trading in the first quarter of this year had been ahead of last year, order levels were higher and provided retail sales in major markets remained buoyant, the increased tempo would be sustained.

BOARD MEETINGS Interim: Aaronson Brothers, Abbey Pacific Investments, Darby Trust, Edinburgh American Trust, Blandford Gold Mining, First Leisure, First Sun Consolidated Gold Mines, Greenpeace, Johnstone Peters, Midland Bank, Romney Trust, South African Land and Exploration, Southern Van, Van Der Ende and Sons, Western Deep Levels. Final: BTR, Berran, Black Arrow, Broomfield Property, Broomfield Agency, CAP Group, Dea Corporation, Elbit, Great Universal Stores, Stanley Leisure, F. N. Tomkins.

## Belhaven switches banks

By Clay Harris

Belhaven Group yesterday switched merchant banks, dropping Henry Ansbacher, the financial adviser which played a key role in Mr Raymond Miquel's gaining control and subsequent expansion of the Scottish-based brewing and restaurant company.

Belhaven appointed Barclays de Zoete Wedd as its merchant bank, consolidating its financial advice within the Barclays group. De Zoete & Bevan continues as Belhaven's sole stockbroker.

Mr Miquel said that Belhaven was looking for a group with greater financial resources

to back Belhaven's expansion plans. Another factor, however, was changes in the bank's corporate finance department, especially the resignation of Lord Spens, managing director, as a result of the Guinness affair.

Lord Spens helped to organise Ansbacher's unsuccessful defence of the Arthur Bell whisky group, of which Mr Miquel was chairman, against a takeover bid from Guinness in 1985.

Ansbacher put together the 27.35 per cent stake which enabled Mr Miquel to take over as chairman and chief executive

## Finlay talks with Elders

By Mike Smith

James Finlay, the tea planter and international trader, is in talks—which could lead to the sale of S. H. Lock, its troubled finance house subsidiary—with Elders Ltd, the Australian brewing and pastoral group.

The discussions follow what Finlay described in its annual report as a disastrous 1986 for Lock. The main factors were foreign exchange losses in Australia, where most of its business is based, and a major bad debt in the UK.

Lock's losses of about £3m in 1986 helped depress Finlay's

pre-tax profits to £5.78m from 1985's £8.29m.

Analysts said it made good sense for Finlay to sell Lock. One said the subsidiary had become rather accident-prone, and compared unfavourably with the rest of Finlay's financial services division.

Elders last month unveiled a reshuffle of its finance arm, claiming to be Australia's largest non-bank financial institution.

No-one at Elders was available for comment last night, but Finlay said Elders had made the initial approach.

## Owen Oyston buys 5% of Capital Radio

By Mike Smith

Mr Owen Oyston, the socialist millionaire, yesterday disclosed a 5 per cent stake in Capital Radio, the London commercial station.

Mr Oyston, a Lancashire businessman who made £50m from a chain of estate agencies in the north-west of England, already has extensive interests in the media.

In recent months he has been involved in putting together a rescue package for News on Sunday, the left of centre tabloid newspaper in which he has a substantial shareholding. He is chairman of Red Nose Radio, the controller of stations in Preston, Leeds and Cardiff which plans to join the United Securities Market year, and is also involved in cable television.

Mr Nigel Wainman, Capital's managing director, said he welcomed Mr Oyston as a shareholder. "I am delighted to see someone who knows so much about the industry taking a stake," he said.

Under Capital's articles of association, drawn up under the guidance of the Independent Broadcasting Authority, no new shareholder is allowed to take a stake of more than 10 per cent in the company. Anyone who did so would be required to divest.

Shares in Capital fell 1p to 175p. At that price Mr Oyston's £39,000 shares are worth £14.7m.

FKI shares slide A sharp fall in the FKI Electrical share price yesterday dragged the value of its share offer for Babcock International well below the cash terms. The two companies unveiled an agreed merger on Tuesday.

FKI shares fell 15p to 172p, a slide of more than 8 per cent, compared with yesterday's 2 per cent decline in the FTSE 100.

This values Babcock shares at 252.5p, against the market price yesterday of 212p, down 1p. There is an unwritten cash alternative of 310p. The share offer values Babcock at £293m, the cash at £415m.

N. M. Rothschild, FKI's merchant bank, held back from heavy support for the share price, despite its commitment on Tuesday when the bank said it would be "mad" not to throw resources in support of the shares when the broad market was also falling heavily.

Sunleigh reduces its stake in Dale Sunleigh Electronics, the small holding company where FKI has one quarter of the shares, has cut its stake in its former bid target, Dale Electric, from around 8.5 per cent to 6.7 per cent. Sunleigh's £16.5m offer for Dale lapsed last month.

"We are planning to dispose of the stake as conditions allow," says Mr Tony Merryweather, chairman of Sunleigh.

Since the failure of the Dale bid, Sunleigh has made a number of smaller acquisitions—most recently, Powa Kaddy International, a private company which designs, manufactures and distributes battery-powered golf trolleys.

## Lighting and alarms lift Menvier-Swain to £2m

A 31 per cent rise in contributions from its emergency lighting and fire alarms activities helped Menvier-Swain Group to lift pre-tax profits from £1.4m to £2.1m in the year to April 30 1987—its first full year since coming to the USM. Turnover moved ahead from £12.03m to £15.1m.

Directors of this emergency lighting manufacturer proposed a final dividend of 2.5p (1.7p), making a total for the year 5.2p (2.1p). Earnings per 5p ordinary share rose from 8.8p to 12p.

Mr Charles Swain, chairman, reported that the group would continue its commitment towards a policy of investment for the future by way of research and development, with some £200,000 being charged against this year's profits. The coming year would benefit from the introduction of new products now nearing completion of their development cycles.

He said that he was confident that the company's growth would continue at an encouraging rate in 1987.

Emergency lighting and fire alarms made profits of £1.94m (£1.4m) before tax and exceptional items; thick film products dropped in with £26,000 (£29,000); and electrical and

mechanical contracting and other services added a further £38,000 (£48,000).

comment Menvier's main growth in an encouraging set of figures came from its core business of emergency lighting where it claims a 31 per cent share in a market whose growth has accelerated from an annual 8 to 12 per cent. It is also making headway with its fire alarms and central battery systems where its share is growing faster than the market.

Its new US operations registered a first time loss but should break even next time, and the group is looking for further acquisitions, in related areas which will make use of its existing distribution network to increase its share of the US market. At home it is considering a move into electric or electronic products; a healthy balance sheet gives it the option of funding smaller acquisitions with cash. The company's growth trend of the last five years looks set to continue, buoyed by the upturn in construction. And on that basis the market is expecting £2.5m, which on the closing price of 348p produces a prospective p/e around 16; at a slight but fully deserved premium to the market.

DIVIDENDS ANNOUNCED				
	Current payment	Date	Corres. Total	Total last year
Allied Textile ..... Int	3.4	—	3	8
Bespak .....	2.75	Oct 7	2.5	4.5
Brasway .....	0.85	—	0.63	1.88
Fiedling Japan .....	1	Aug 8	1	—
Jersey Elec .....	1.7	—	—	20
Menvier-Swain .....	1.2	—	1.7	3.3
Multitone Elec .....	0.1	—	0.1	0.1
Splash Products .....	11.1	Aug 28	—	2.3
Vantage Secs .....	0.6	—	0.5	1.9

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FT 23/7

**THE STOCK EXCHANGE**

**A market in progress**

This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange. Application has been made to the Council of The Stock Exchange for the grant of permission to deal in the whole of the issued share capital of Rural Planning Services plc ("the Company") in take place in the Unlisted Securities Market. It is requested that no application has been made for these securities to be admitted to listing.

Dealings in the ordinary shares of the Company are expected to commence on 29th July, 1987.

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Authorised £240,000	Issued and to be issued 3p each £191,899
In ordinary shares of 3p each	

The Company and its subsidiaries provide a wide ranging consultancy service relating to the rural economy and rural environment. Particulars relating to the Company are available in the Rural Planning Services plc Prospectus and copies of such particulars may be obtained during normal business hours up to and including 6th August, 1987, from:-

Gilbert Elliott and Company  
Salisbury House  
London Wall  
London EC2M 6SB

Rural Planning Services plc  
Broadway House  
130c Broadway  
Didcot  
Oxfordshire OX11 8UB

23rd July, 1987



## UK COMPANY NEWS

## Allied Textile up 17% and plans acquisition

BY ALICE RAWSTHORN

Allied Textile Companies yesterday unveiled a 16.6 per cent rise in pre-tax profits to £3.62m on turnover which rose by 5 per cent to £29.45m in the first half of the year.

The group, which has staged a series of acquisitions in recent years, also announced that it intends to expand its speciality textile interests with an acquisition which should be completed within the next few weeks.

Allied then plans to accelerate its expansion programme, according to Mr Russell Smith, chairman, by buying more niche textile businesses.

In the 1980s Allied has been transformed from a traditional Yorkshire wool business into a company dominated by its interests in speciality textiles, such as fabrics for use in the defence and automotive industries.

Traditionally Allied, which holds a substantial cash pile of about £25m, has derived a high

proportion of its profits from investment rather than trading activity. But Mr Russell Smith said that almost all the improvement in interim profits came from the group's textile interests.

Earlier this year Allied acquired Bulmer & Lamb, a Bradford-based spinning and dyeing company. It is in the midst of integrating this business and is awaiting the delivery of new equipment, scheduled to arrive at the end of the year.

Mr Russell Smith said that Bulmer already bears the benefits of Allied's management but that the full fruits of the acquisition will filter through over the next two years.

Allied has not included a contribution from Bulmer in these interim results, but it will be included for the full year. Since the year-end Allied has sold its investment in British Furtek, which is involved with the manufacture of pile fabric.

In the six months to March 31, Allied's earnings per share rose to 10.52p (8.84p). The board proposes to pay an interim dividend of 3.4p (3p).

Mr Russell Smith described the outlook for the full year as "very promising."

**Comment**

In the early 1980s when the textile industry was shrouded with gloom, Allied stayed off the rigours of recession by jettisoning its traditional textile interests in favour of value added niche businesses. In the late 1980s, when the climate is more clement, it shows no sign of changing. The remnants of its traditional interests should remain intact. But, as the British Furtek disposal proves, Allied is as ruthless as ever at weeding out poor performers.

The integration of Bulmer has been rather slower than expected. Its improvement to date has prompted analysts to increase their profit projections for the year to £9m. Yet the progress of the share price will depend on the pace of acquisitions. If Allied is as active as it promises, the prospective p/e of 14.5 on yesterday's share price of 38.5p, seems undemanding. And it may even succeed in eroding its infamous cash mountain.

## Financial Dynamics sought by Broad St.

BY TERRY POVEY

Broad Street Associates, the USM-quoted public relations company, is close to agreeing to pay up to £5.4m to acquire Financial Dynamics, another City PR company launched less than a year ago.

The takeover is the latest in a round of break-ups, new company formations and takeovers that have plagued the public relations field, and many believe may even be endemic to this low entry cost, people business.

Broad Street is well known for its hard-hitting role in some of the City's major takeover dramas, ranking second in terms of value of bids fought in 1986. The company has been searching around for suitable takeover targets for some time. Among others, approaches have been made to Grandfield Rork Collins Financial with a view to backing its buy-out from Saatchi & Saatchi.

Coming to the market in August 1986, through a reverse takeover of listed shell Stanelco, Broad Street's shares were initially placed at 43p each. In the year to October, it reported pre-tax profits of £900,000 (£226,000) on turnover of £7m (£4m).

Five days ago, Broad Street's board issued a statement saying that it was unaware of any reasons for the current sharp increase in its share price—which closed at 88p last night.

Financial Dynamics was set up in October under the wing of Grayling, the advertising group, by two ex-Addison Consultancy executives, Mr Charles Piggott and Mr Justin Downes.

Most of its 12 staff are former employees of Addison's financial public relations arm, Streets Financial Strategy. Mr Piggott died in a car crash in December.

More recently, Financial Dynamics broke away from Grayling and took on Mr Tony Knox, another Addison veteran, as chairman. Mr Knox and Mr Brian Basham, managing director of Broad Street, began their PR careers together, working for John Addey Associates.

The deal with Broad Street is believed to involve a long earn-out period for Financial Dynamics with the consideration, mainly to be paid in shares, dependent on pre-tax profit targets spread over a 41 year period.

For 1987-88, Financial Dynamics fee income from its 60 existing clients should be around £900,000—suggesting pre-tax profits of the order of £250,000.

Mr Downes commented last night that both companies were "culturally similar" and that he welcomed "the security and greater resources" that being part of Broad Street offered.

## Bespak profits more than doubled at £1.97m

BY ALICE RAWSTHORN

Bespak, which manufactures and sells specialised aerosol valve systems, continued its recovery with pre-tax profits more than doubled from £808,000 to £1.97m against expectations of around £1.6m.

Mr Robert King, chairman, said that there was some exceptional demand after Christmas, but even allowing for that, the underlying trend was upward and most significantly, the customer base was growing.

The sale of valves to Glaxo was higher than expected and would not necessarily continue at the same rate but the company was assured of a continued good demand level.

After tax of £642,000 (£203,000) not attributable profits came out at £1.32m (£805,000) for earnings per share of 9.8p (4.5p). There were no extraordinary charges this time (£369,000).

The final dividend has been increased from 8.5p to 7.75p making a total of 4.5p (4.25p).

**Comment**

Bespak took a nasty knock two years ago when its heavy dependence on Glaxo finally came home to roost, so the news that sales to the pharmaceutical giant were ahead and still represent over 50 per cent of turnover is something of a mixed blessing for the pharmaceutical valve manufacturer.

Nevertheless, these figures were well ahead of most people's forecasts and the shares battled bravely against the market's general gloom to finish 9p higher at 210p. The management is gradually diversifying to other customers and other product lines and after the rationalisation, a large percentage of any increase in turnover will go through to the bottom line. This year, pre-tax profits could reach £2.7m, the highest since flotation but the prospective p/e at 15 looks high.

Analysts have given the "Glaxo factor" is still a long term risk.

## Goodman doubles size with GMG acquisition

BY NIKKI TAYLOR

Goodman Brothers, the small loss-making clothing group, is to double its size via the acquisition of GMG, a privately-owned retail group which takes in 20 Benetton shops. It will also raise just over £1m to strengthen the group and fund new trading ventures.

Under the deal, Mr Gerry Goodman, his son, Paul and Mr Harold Goodman will join Goodman Brothers as non-executive chairman, director and finance director respectively, and Mr Gerry Goodman will also take a 31 per cent stake in the company. The Goodman father and son are unrelated to Goodman Brothers. Mr Harold Goodman has no family connection with either.

The deal follows a substantial reorganisation of Goodman Brothers itself in the wake of the arrival of accountant Mr David Bernstein—originally a consultant but now non-executive chairman—in 1985.

Goodman has now pulled out of manufacturing, and yesterday unveiled a reduced pre-tax loss in the year to end-April of £63,000 against £234,000 on sales cut from £9.97m to £5.29m. Unlike the previous year, there are no extraordinary write-offs.

In the current year, Goodman says that it has been hit by "appalling weather" but adds that a strengthened sales team and additional customers have been some compensation. GMG, by contrast, has shown steady growth since its forma-

tion in 1982, making pre-tax profits of £311,000 in 1986 on sales of £8.4m. Mr Goodman, who is based in Jersey, formed that company after building up a DIY group—which he sold to GUS in 1986 and a Malta-based bank manufacturing business which went to Lomrho in 1976.

GMG is one of the largest Benetton retailers in the UK, with sales topping £8m. It has no formal franchising arrangements with Benetton, but sells the stock through 20 stores, primarily in the north and south-east.

Yesterday, Mr Goodman suggested that the company could expect to add two or three stores a year. GMG also takes in a small chain of shoe shops, which trade as The Tube and sell designer products, and has the UK rights to Tommy Hilfiger. A New York-based designer, the first store here is scheduled to open in September.

Goodman is paying for AMG via the issue of 9m new shares, doubling its existing issued capital. The company then plans to have a one-for-six rights issue at 42.5p, to create a company with net assets of £3.1m compared with £1.39m in April.

Existing directors—who remain on the board—will take up 10 per cent of their rights entitlement. Goodman Brothers shares were suspended at 63p in early June, capitalising the company at £3.2m.

## London United purchase

BY NICK BUNKER

London United Investments, the specialist insurance group, has conditionally agreed to buy for £9m El Paso Insurance, one of the non-life companies which has business managed by London United subsidiary, H. S. Weavers, an underwriting agency.

El Paso and its Bermuda-based subsidiary, Desert Insurance, have a 6.5 per cent share of the business written by Weavers, which specialises in US casualty risks. London United said El Paso's activities closely mirror those of London United's own subsidiary,

Walbrook Insurance. London United said that the acquisition would enable El Paso to benefit from market conditions, in which premium rates are still rising, while maintaining the quality of its business.

El Paso made pre-tax profits of £1.13m in 1986, and had capital and reserves of £10.1m. London United said it was paying a consideration of £9m to El Paso's current owner, ACR Holdings. The consideration will be satisfied by the issue of 1,169,332 new shares which have been conditionally placed with investors by Cazenove, the stockbroker.

## British Benzol changes name

British Benzol shares yesterday rose 5p to close at 144p—defying the slump in the market—following its annual general meeting at which its name was changed to Powerscreen International.

The new name reflects the change in its basic business following a reverse takeover last year by Powerscreen, the mobile screening equipment manufacturer and supplier.

Mr Patrick Dongan, chair-

man, told shareholders that the old fuel-related business of British Benzol would continue to be phased out and he spoke enthusiastically about the prospects for the mobile screening equipment business. Acquisitions would be aimed at companies offering products that could slot into the company's extensive international distribution network.

Powerscreen International will seek a relisting as an engineering company.

Post Office Report and Accounts 1986-87

## A letter from the Post Office.



Dear Customer

Thank you for your custom during the last year. The record growth in the amount of mail you posted allowed us to continue a policy of keeping our price rises below those of prices in general.

With rising volume we were able to continue with the discount of a penny off the price of the second class stamp through to October, and to follow this up with a further discount at Christmas. After holding the price of the first class stamp for nearly two years, we added a penny in October to help meet rising costs. However, at the same time, we reduced the basic price of letters to EEC countries by 4p.

The price of a second class letter is still only a halfpenny more than it was five years ago, and overall our inland letter prices are more than 11p in the pound lower in real terms, taking into account the cost of living, compared with five years ago.

We put a major effort into improving our overseas letters and parcels services during the year and this has been reflected in the enhanced standard of service we were able to give. We began a programme of action to improve further our letters service in the United Kingdom. We are continuing that in the present year with a further investment of £15m to improve service standards. For example, we are arranging extra daily calls from the postman to another 400,000 addresses at a time when most Post Offices in other countries have abandoned the second delivery as too costly.

In our post offices, too, we began a drive to improve service. Important to this is action on an agreement we have reached with our main union for the progressive introduction of part-time workers to help us cover peak periods. We made further progress with a programme of improvements to Counters' premises on which we spent another £6m last year. We expect, and are determined to see, further improvements in the year ahead.

In our bank, we have introduced a range of new services which include mortgages, high-interest deposit accounts and new insurance services. In addition to more than 160 automated teller machines of our own, Girobank customers can now use the cash dispensing machines of other partners in the LINK organisation.

Royal Mail Parcels has launched its Business Programme which includes a charter setting out its commitment to provide the highest level of service, and offers a wide range of discounts and other benefits.

Another investment for the long term was the reorganisation of our activities into individual businesses. Each has a strong marketing department and has created its own customer care units to make sure that our customers have their own special representative in the businesses.

We intend in the year ahead to improve our services further, and to develop them to provide what you want at a price you think it is fair to pay.

Yours faithfully,

Ron Dearing

Sir Ron Dearing  
Chairman

This letter to customers is taken from the Post Office Report and Accounts for 1986-87. Amongst the highlights of a successful year a profit before tax of £170 million is reported. If you would like a free copy of this report, please complete the coupon in this advertisement.



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## KINGSTON OIL &amp; GAS plc

(Incorporated in England and Wales. Registered No. 2132027)

Placing by

BROWN, SHIPLEY & CO. LIMITED

and

LAURENCE PRUST & CO. LIMITED

in conjunction with

QUAYLE MUNRO LIMITED

of 2,400,000 Ordinary Shares of 50p each at 100p per share

SHARE CAPITAL

Authorised

£4,500,000

In Ordinary Shares of 50p each

Issued and proposed to be issued and fully paid  
£3,531,001

Application has been made to the Council of The Stock Exchange for the whole of the Ordinary Share Capital of Kingston Oil & Gas plc, issued and proposed to be issued, to be admitted to the Official List. It is expected that dealings in the Ordinary Shares will commence on 28th July, 1987.

Kingston Oil & Gas plc, through Kingston Oil Corporation, its operating subsidiary, is engaged in oil and gas production, development and operating services in Ohio, U.S.A.

Listing Particulars relating to Kingston Oil & Gas plc are contained in new issue cards circulated by Exel Statistical Services Limited and copies of the Listing Particulars may be obtained, during normal business hours, on any weekday up to and including 6th August, 1987, from:

Kingston Oil & Gas plc,  
Broom House, Highfield Road,  
Manchester M19 3WD.

Laurence Prust & Co. Limited,  
Gilbert House, 55 Basinghall Street,  
London EC2V 5DU.

Headline, Moss & Co.,  
(a member firm of Brown Shipley  
Stockbroking Limited),  
Dunelm House, 9-13 Chiswell Street,  
London EC1Y 4YS.

and, during normal business hours, on 23rd, 24th and 27th July, 1987, from:

The Company Announcements Office,  
The Stock Exchange, Throgmorton Street, London EC2.

Brown, Shipley & Co. Limited,  
Founders Court, Leobury,  
London EC2R 7HE.

Quayle Munro Limited,  
42 Charlotte Square,  
Edinburgh EH2 4HQ.

Stirling Hendry & Co.,  
(a member firm of Brown Shipley  
Stockbroking Limited),  
Exchange House, 15 Royal Exchange Square,  
Glasgow G1 3AD.

23rd July, 1987



## Courtaulds lace expansion

BY ALICE RAWSTHORN

Courtaulds, the textiles and chemicals group, is augmenting its interests in the lace industry by acquiring three lace manufacturers—one in France and two in the UK—for £25m. Yesterday Courtaulds announced the acquisition of a controlling interest in DLR Textiles—which trades as Desseilles—one of the largest manufacturers of apparel lace in France. In recent years Desseilles has expanded its international interests and has established joint ventures in Japan, Spain and the US. Exports now represent half its annual sales of £22m.

Once the acquisition is completed, Desseilles will continue

to be run by its present management team. Mr. Martin Taylor, managing director of Courtaulds Textiles, said that the group intends to continue investment in new equipment for Desseilles and in extending its international network.

In the UK, Courtaulds is in the throes of discussions to gain full control of Long Eaton Fabric, a knitting and lace business in which it already holds a controlling interest. It is also negotiating for L&F to acquire Laces and Textiles, the second largest manufacturer of apparel lace in the country.

Both acquisitions should be concluded within a month or so.

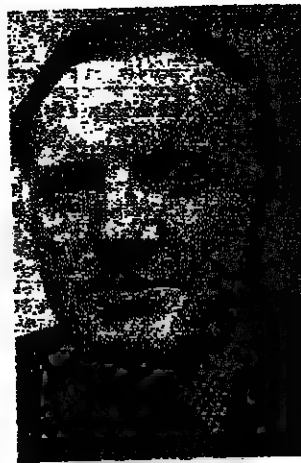
Courtaulds will then command about 20 per cent of UK apparel lace production.

Courtaulds' expansion within the lace industry follows the arrival of several large textile groups in a sector which has traditionally been the preserve of a few long-established family firms.

The John Crowther Group bought the assets of the apparel lace business owned by E & A Richards, a subsidiary of Stomgard, the holding company, earlier this year. While two weeks ago Debor Holdings acquired the Birkin Group, one of the UK's largest manufacturers of apparel lace.

## Philip Coggan on Delta Group's revival

### Mr Wilson's healing touch



Geoffrey Wilson, executive chairman of Delta Group

WHEN Mr Geoffrey Wilson took over as chief executive of Delta Group in 1981, it seemed a classic example of an ailing British engineering company. Pre-tax profits had dropped from £30.4m to £19.1m between 1979 and 1980 and interest charges of £17m represented a gearing level of about 80 per cent.

Now after years of treatment from Mr Wilson, who is the son of the late Lord Moran, Winston Churchill's physician, Delta feels healthy enough to attempt a contested acquisition—the current £70m bid for electrical engineering group George H. Scholes.

Delta followed up the bid with Monday's £20m acquisition of the European subsidiaries of Nibco, the US plumbing fittings manufacturer. The Nibco businesses are destined to strengthen Delta's fluid-controls division.

The group has been attempting for years to shed its image as a metal basher—it was known as Delta Metals until 1981—and its electrical equipment sector, into which George H. Scholes would be absorbed, has gradually replaced the metals division in importance.

Electrical equipment provided 42 per cent of Delta's turnover and 49 per cent of its profits in 1986 and the group sees Scholes as a natural fit into its switchgear and accessories division.

The two companies have similar interests in the electrical safety market.

Concern over safety is prompting the increased use of shock detectors like miniature circuit breakers (mcb) and residual current devices (rcc) which attempt to eliminate the risk of electrocution. Delta supplies industrial and commercial companies via its MEM and Bill switchgear ranges and Scholes supplies the domestic market via its Wiley range.

It seemed such a natural fit that Delta hoped for an agreed bid but after what were described as "positive discussions" with Scholes' chairman and its financial adviser N. M. Rothschild, Delta was forced into making an announcement by a sudden jump in Scholes' share price. A few days later, the board of Scholes rejected the bid and its share price now stands at 61p, well above the 55p cash alternative from Delta.

A £70m bid must have been a heady dream in the early

years of Mr Wilson's stewardship. Like many of its rivals in the engineering industry, Delta rationalised production facilities, cut costs and sold loss-making subsidiaries; between 1979 and 1984, UK employee levels fell from 23,000 to 11,800. Cash became a top priority in order to cut the gearing ratio and by 1983 interest charges had fallen to £10m helping pre-tax profits back up to £31.8m.

Although switchgear was known to be a potential expansion area, an overseas acquisition was widely perceived to be the group's first move, with the US the most popular target.

Delta admits to ambitions there and in Europe—the Scholes bid is only part of the acquisition strategy and indeed follows five bolt-on purchases since April 1985.

But some wonder whether Scholes was the right place to make the first major move. The Manchester-based group earns a very good return on assets and when it comes to the debate, it might be hard for Delta to argue that it can add management strength.

It is hard to see how much room there is to improve the offer.

its stake in the businesses has been reduced to 49 per cent, the companies have assumed associate, rather than subsidiary, status and the profit contribution from the area should fall this year.

So the 1987 Delta can claim to have discarded its old dependencies on metals and South Africa.

"It's a good cash generator, with a good management team and some quality operations," believes Mr John Heron, an analyst at Greenwell Montagu.

The doubts centre on the growth prospects: between 1984 and 1986 pre-interest profits only rose from £54m to £58m. That figure was distorted by major disposals like those of the taps and tubes businesses in 1985 but nevertheless some of the group's business like cables and metals are perceived as being very mature.

Although the group could generate about £20m in cash this year, analysts expect pre-tax profits to rise about 10 per cent from £57m to £63m, a respectable but in these days unexciting improvement.

So most analysts agree that the company now needs to make some kind of purchase.

"I think Delta needs an acquisition to enhance its growth," believes Mr Colin Fell, engineering analyst at Seringear Vickers. "The Scholes bid makes commercial sense for the company as long as it does not pay too much."

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It is hard to see how much room there is to improve the offer.

#### DELTA GROUP PERFORMANCE

	1981	1982	1983	1984	1985	1986
Profits before tax	152	119	318	457	544	573
Earnings per share	1.7	1.2	3.8	5.4	6.4	6.8

Profits in millions of pounds, earnings in pence

#### Multitone cuts loss

Multitone Electronics, which manufactures specialised communication systems, reduced its pre-tax losses by over £1m in the year to March 31 1987 with figures of £426,000 compared with £1.44m. The dividend is retained at a nominal 0.1p net, and the loss per share was 2.8p against 7.8p.

The directors said the growth rate of the market for public paging equipment was expected to accelerate sharply during the next few years, especially in western Europe.

YEARLING bonds totalling £1m at 9 1/2 per cent, redeemable on July 27 1988, have been issued by the following local authority, Swansea (City of) £1.0m.

#### Rural Planning heads for USM

BY PHILIP COGGAN

Rural Planning Services, a consultancy which gives advice to government authorities and companies planning environmentally-sensitive projects, is joining the Unilever Securities Market via a placing.

The group went into receivership in 1983 after the non-payment of a large Central American contract but since then, after its purchase by some overseas investors, the company has concentrated on the UK market. The present directors gained control of the group via a management buyout in June 1986.

Pre-tax profits have grown only from £64,000 in 1985 to £142,000 last year but a surge in business this year and the sale of the agricultural software

division enables the company to forecast pre-tax profits for 1987 of £425,000.

Gilbert Elliott is placing 1.43m shares, 23 per cent of the enlarged equity, at 70p each, giving the group a market capitalisation of £4.5m.

#### Ratners rights

Ratners Group announced yesterday that 91 per cent of the 27.25m new ordinary shares offered in its rights issue have been taken up.

JERSEY ELECTRICITY CO: Interim dividend 7p (5p) gross for six months to March 29 1987. Pre-tax profits £1.73m (£1.22m). Gross revenue \$9.8m against \$10.24m. Again no tax.

## Beatrix Mines Limited

(Incorporated in the Republic of South Africa. Registration No. 77022-3066)

Share capital: Authorised—150,000,000 ordinary shares of no par value Issued—85,000,000 ordinary shares of no par value

#### Interim report for the six months ended 30 June 1987

	Quarter ended 30.06.87 R'000	Quarter ended 31.03.87 R'000	6 months ended 30.06.87 R'000	6 months ended 30.06.86 R'000
Interim statement				
Income	5,798	6,934	12,732	18,626
Interest received	14,169	11,666	25,835	19,492
Royalty	14,484	—	14,484	3,961
Dividend	34,443	18,600	53,043	42,079
Interest paid and sundry expenditure—net	4,142	4,500	8,642	18,461
Income before taxation	30,361	14,100	44,461	23,618
Taxation	7,743	7,067	14,810	8,828
Income after taxation	22,618	7,033	29,651	14,790
Retained income at beginning of period	11,032	4,001	4,001	2,372
Distributable income	33,650	11,032	33,650	16,162
Dividend paid	25,500	—	25,500	12,730
Retained income at end of period	8,090	11,032	8,090	3,432

Balance sheet				
Capital employed				
Share capital	131,466	131,466	131,466	131,461
Retained income	8,090	11,032	8,090	3,432
Long-term loans	59,687	84,463	59,687	199,281
	199,243	226,961	199,243	294,175

Employment of capital				
Fixed assets				
Loan to Buffelsfontein Gold Mining Company Limited	149,700	183,908	149,700	233,776
Net current liabilities	227,543	261,751	227,543	311,619
	28,308	34,790	28,308	17,444
Current assets	33,717	4,369	33,717	58,832
Current liabilities	62,017	39,159	62,017	76,276

Long-term loans				
Balance at end of period	R'000	R'000	R'000	R'000
Interest paid during the period	89,339	116,137	95,399	220,448
Repayments due within one year	3,540	4,000	7,540	10,152
	36,728	31,474	37,712	113,370

These loans are in US dollars and are fully covered. The 1986 figure, however, includes a loan of R74.4 million, which has since been repaid.

The loan to Buffelsfontein will be repaid during the year once the final tax assessment has been received. The repayment will be partly in cash and partly by the issue of additional preference shares in Buffelsfontein Gold Mining Company Limited.

REMARKS:  
(i) The figures are unaudited.  
(ii) The report has been approved and signed on behalf of the company by two directors.  
(iii) On 4 June 1987 dividend No 4 of 30 cents per share was declared payable to shareholders registered on 19 June 1987. Dividend warrants will be posted on 7 August 1987.

Registered office:  
General Mining Building  
6 Holland Street  
Johannesburg 2001

The Interim Report will be sent to shareholders on or about 30 July 1987 after which date copies will be available at the London office, 30 Ely Place, London EC1N 6UA

The Directors of Valor plc  
are pleased to announce the  
Company's change of name, approved by  
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## UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY—Indices of industrial production, manufacturing output (1980=100); engineering orders (1980=100); retail sales volume (1980=100); retail sales value (1980=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	Ind. prod.	Eng. output	Eng. order	Retail vol.	Retail value	Unemp.	Vacs.
1986	100.1	102.3	100	112.3	144.9	2,171	194.1
1st qtr.	100.2	104.0	100	112.3	144.9	2,171	194.1
2nd qtr.	110.9	105.9	100	112.3	144.9	2,171	194.1
3rd qtr.	110.9	107.1	112	112.3	144.9	2,171	194.1
4th qtr.	111.1	107.0	111	112.3	144.9	2,171	194.1
November	110.9	107.1	110	112.3	144.9	2,171	194.1
December	110.9	107.1	110	112.3	144.9	2,171	194.1
1987	112.2	107.4	108	112.3	144.9	2,171	194.1
1st qtr.	112.2	107.4	108	112.3	144.9	2,171	194.1
2nd qtr.	112.2	107.4	108	112.3	144.9	2,171	194.1
3rd qtr.	112.2	107.4	108	112.3	144.9	2,171	194.1
4th qtr.	112.2	107.4	108	112.3	144.9	2,171	194.1
January	112.2	107.4	108	112.3	144.9	2,171	194.1
February	112.2	107.4	108	112.3	144.9	2,171	194.1
March	112.2	107.4	108	112.3	144.9	2,171	194.1
April	112.2	107.4	108	112.3	144.9	2,171	194.1
May	112.2	107.4	108	112.3	144.9	2,171	194.1
June	112.2	107.4	108	112.3	144.9	2,171	194.1

OUTPUT—By market sector; consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1980=100); housing starts (000s, monthly average).

	Consumer goods	Invest. goods	Intermediate goods	Eng. output	Metal mfg.	Textiles	Housing starts
1986	100.0	101.4	115.9	101.5	100.0	100.1	14.3
1st qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
2nd qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
3rd qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
4th qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
October	100.0	101.4	115.9	101.5	100.0	100.1	14.3
November	100.0	101.4	115.9	101.5	100.0	100.1	14.3
December	100.0	101.4	115.9	101.5	100.0	100.1	14.3
1987	100.0	101.4	115.9	101.5	100.0	100.1	14.3
1st qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
2nd qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
3rd qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
4th qtr.	100.0	101.4	115.9	101.5	100.0	100.1	14.3
January	100.0	101.4	115.9	101.5	100.0	100.1	14.3
February	100.0	101.4	115.9	101.5	100.0	100.1	14.3
March	100.0	101.4	115.9	101.5	100.0	100.1	14.3
April	100.0	101.4	115.9	101.5	100.0	100.1	14.3
May	100.0	101.4	115.9	101.5	100.0	100.1	14.3
June	100.0	101.4	115.9	101.5	100.0	100.1	14.3

EXTERNAL TRADE—Indices of export and import volume (1980=100); visible balance; current balance (bank oil balance £m); terms of trade (1980=100); official reserves.

	Export volume	Import volume	Visible balance	Current balance	Terms of trade	Reserve US\$bn
1986	117.5	124.9	-1,227	+682	+1,389	101.0
1st qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
2nd qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
3rd qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
4th qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
October	117.5	124.9	-1,227	+682	+1,389	101.0
November	117.5	124.9	-1,227	+682	+1,389	101.0
December	117.5	124.9	-1,227	+682	+1,389	101.0
1987	117.5	124.9	-1,227	+682	+1,389	101.0
1st qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
2nd qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
3rd qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
4th qtr.	117.5	124.9	-1,227	+682	+1,389	101.0
January	117.5	124.9	-1,227	+682	+1,389	101.0
February	117.5	124.9	-1,227	+682	+1,389	101.0
March	117.5	124.9	-1,227	+682	+1,389	101.0
April	117.5	124.9	-1,227	+682	+1,389	101.0
May	117.5	124.9	-1,227	+682	+1,389	101.0
June	117.5	124.9	-1,227	+682	+1,389	101.0

FINANCIAL—Money supply M0, M1 and M3 (three months' growth at annual rate); bank sterling deposits to private sector; all building societies; clearing bank base rate (end period); all seasonally adjusted.

Seasonally adjusted	M0	M1	M3	Bank sterling	BSE index	HP leading	Base rate %
1986							
1st qtr	4.1	21.4	18.5	+4,268	2,228	7,375	11.50
2nd qtr	3.1	25.3	27.2	+4,336	1,483	7,759	11.50
3rd qtr	2.3	25.3	28.4	+4,990	1,610	8,222	10.00
4th qtr	5.3	28.3	31.2	+10,321	2,824	8,176	10.00
November	6.4	28.4	29.8	+3,547	1,960	8,258	10.00
December	14.1	30.5	31.1	+5,196	983	8,764	11.50
1987							
1st qtr	1.5	26.6	28.2	+4,438	1,474	8,581	10.50
2nd qtr	2.7	28.1	28.5	+1,086	1,285	8,696	10.50
January	0.1	28.3	17.5	+2,578	473	9,249	11.50
February	3.3	28.3	29.4	+2,838	547	9,237	10.00
March	0.1	28.7	32.6	+2,594	737	9,500	10.00
April	0.1	28.7	32.7	+3,746	886	9,463	9.00
May	5.5	28.7	32.7		886		9.00



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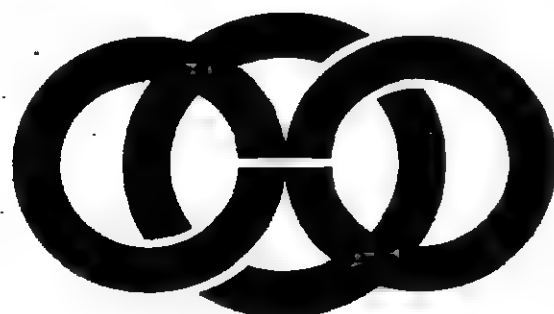
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## Introduction to the Official List

ARRANGED BY  
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Granges is a Canadian company based in Vancouver, British Columbia which, together with its subsidiaries, is engaged in the exploration, development and operation of gold and other mineral properties in Canada and the United States.

The Council of The Stock Exchange has admitted to the Official List all of the Common Shares without par value of Granges set out below:

### COMMON SHARES WITHOUT PAR VALUE

Issued and fully paid	18,594,203
Reserved for issue	3,181,841
Total	21,776,044

Listing Particulars relating to Granges are available in the Extra Statistical Service and copies of such particulars may be obtained during usual business hours (Saturdays and public holidays excepted) up to and including 27th July, 1987 from the Company Announcements Office, The Stock Exchange, Throgmorton Street, and up to and including 6th August, 1987 from:

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100 Wood Street  
London EC2P 2AJ

James Capel & Co.  
James Capel House  
6 Bevis Marks  
London EC3A 7JQ

23rd July, 1987

## UK COMPANY NEWS

### Owners Abroad hit by start-up at Air 2000

PRE-OPERATION administration costs for Air 2000 were reflected in a £3.58m pre-tax loss in the six months to April 30 1987 revealed yesterday by Owners Abroad Group, the travel company and airline which in May graduated from the USM to a full listing. The loss was in line with the company's expectations. Turnover totalled £24.54m.

However, because of a change of year end to October 31 the company has produced figures excluding those companies which were not in the group during the six months to April 30, 1986 to allow a valid comparison.

These show a loss before tax of £2.49m compared with a loss of £3.28m on turnover of £21.57m (£18.82m). The main companies excluded in the figures are Arrowsmith Holidays, a tour operator which has the same seasonal pattern to its results as the rest of the group, and Air 2000, Owners' airline which began operations on April 11 this year.

Arrowsmith and Air 2000 were expected to make a significant contribution to group profits in the full year. Earlier this year it was expected that Owners would be

the subject to a consortium bid led by Mr Neil Scott, former chairman of the company and the man who set it up 25 years ago. However, in early July Mr Scott disposed of 4.6m shares — 8 per cent of the equity — and retained 1.72m shares (2.99 per cent).

Mr Howard Klein, who took over as chairman after Mr Scott's departure following a boardroom row in April, said that he was confident that the full year would show a worthwhile increase in profits over 1986. The company was continuing to trade well and bookings were currently 17 per cent ahead of last year.

He said it was the company's policy not to sacrifice margins for volume and although margins were under some pressure, overall they were being maintained.

Owners paid no tax and losses per share amounted to 6.23p. Mr Klein said that he expected to recommend an increased dividend for the full year to October 31 1987. Owners paid 1.5p. It intends to start paying interim dividends in the year starting November 1 1987.

#### comment

In spite of all the gloom among tour operators, Owners Abroad can take comfort that its seat wholesaling and Air 2000 operations are already fully contracted far and in the expectation that yet another wet UK summer should drive thousands into last minute bookings, so mopping up the 20 per cent of holidays still on the stocks. The holding of over-heads at an annualised £10m rate whilst expanding operations, a lower (circa 35 per cent) dependence on main stream tour sales and a modest holiday sales growth target are all reasons why OA may not follow the sector's leaders into losses. The company should make £10m in the second half, producing an outturn for year of £7m pre-tax. This puts the shares at 128p on a prospective p/e of 17. This rating seems a couple of points too high and could be hard to sustain now that the former chairman (still holding 3 per cent) has abandoned attempts at a comeback bid. However, Harry Goodman's ILG has a "friendly" 9.5 per cent stake, a former finance director has an equally sociable 6 per cent and a major fund manager has a further 8 per cent.

### Brasway moves ahead to £1.4m

Brasway, tube and bright bar manufacturer and oil blender, saw pre-tax profits rise from £1.31m to £1.4m on turnover down from £24.53m to £22.95m in the year to May 2 1987. The directors proposed a

final dividend of 0.85p — up from an adjusted figure of 0.625p last year — making 1.35p (1.125p) for the year. Earnings per share rose from 4.58p to 5.04p.

Mr Reginald Swaby, chairman, said all divisions had started the year well and overall prospects for the group both in the short and medium term remained extremely good. Acquisitions were being vigorously pursued and he expected organic growth also to be "the order of the day". The company's engineering division made profits of £964,336 on turnover of £21.82m; oil blending contributed £109,033 from £1.26m; head office made £302,132; and associated companies £27,295. The results included an eight-month contribution from Midland Tube Stockholders and a four-month input from Europower Hydraulics.

Mr Swaby said that the year

had not been without its problems. Brasway had disposed of its loss-making Lyndy division; acquired Midland Tube and Europower; and managed virtually to restructure the welded tube division.

The bright bar division experienced mixed fortunes, with the first eight months proving very difficult. However, the last four months saw some improvement. The new bright bar factory is virtually complete.

The oil blending division continued to develop and would certainly become an important contributor to group profits. Europower's business plan for the next three years looked very exciting, while the company was very pleased with Midland Tube.

Brasway paid tax of £467,863 (£537,474) and extraordinary items relating to the disposal of Lyndy amounted to £78,484 (£946,892 credits). The directors recommended a one-for-one scrip issue.

### Matthey in position to plan for expansion

MR NEIL CLARKE, Johnson Matthey's chairman, yesterday told shareholders at the annual meeting that the restoration of the group's financial position over the last two years enabled it to plan for expansion, although recent high double-digit rates of profit growth could not be maintained.

Of the group's four divisions, precious metals, which contributed £19.5m to 1986-87's pre-tax profit total of £50.4m, was continuing to experience buoyant platinum trading and high refining volumes, said Mr Eugene Anderson, chief executive.

Catalytic systems expected to see a flat US performance, the major component in last year's static £15.5m divisional result, although there was growth in Europe and Australia.

Materials technology is operating at about the same level as last year, but is improving and should finish with results somewhat ahead of 1986-87's £17m.

Colours and printing's opening months were down on last year, and this division's 1987-88 profits are expected to be similar to last year's £8m.

Mr John Beaumont, chairman of this USM-quoted company, said that sales for May and June showed a worthwhile advance over the corresponding months in 1986 despite the delayed receipt of imported goods, which were held up by strike action in certain British ports. Notwithstanding this situation, he viewed the outlook with confidence.

Tax charged for the period was £25,000 (£26,000), leaving

£68,000 (£45,000) for net earnings of 1.36p (1.12p) per 10p share. An interim dividend of 1.1p has been declared — there was a payment of 2.5p for 1985-86.

A. CAIRD & Sons (property and investment) is acquiring the capital of Powell & Halsall (Haulage) and related properties for £1.25m, satisfied by the issue of 419,667 shares placed with institutions. P & H is engaged in the transport of waste materials. For the nine months ended June 30, 1988 the vendors have warranted pre-tax profits of £300,000.

### McKechnie Bros. in £12m NZ purchase

BY CLAY HARRIS

McKechnie Brothers, the engineering and plastics group, has taken full ownership of Fluid Control NZ, the dominant New Zealand maker of tape and other brass plumbing products, with the purchase of the 50 per cent stake held by F. H. Tomkins, the engineering group.

The Fluid Control stake was previously held by Pegler-Hattersley, the valve maker which Tomkins took over in June 1982. McKechnie forced the sale under an agreement requiring that it be offered the stake if control of Pegler changed.

McKechnie is to pay NZ\$32.5m (£12.36m) in cash for the holding and repay NZ\$1.3m in loans. Fluid Control reported pre-tax profits of

NZ\$7.9m on sales of NZ\$32m in the year to March 31, when it had net assets of NZ\$24m.

In addition to its New Zealand production of tape, valves, mixers, flush and pressure-control valves and other fittings, Fluid Control has an Australian manufacturing subsidiary, International Brassware.

Fluid Control is the largest customer of McKechnie Brothers NZ, the country's leading maker of aluminium and brass extrusions and copper tube and a quoted company in which the UK parent holds a 69 per cent stake.

Before the sale, McKechnie and Tomkins (succeeding Pegler) had shared non-executive oversight of Fluid Control's local management.

### Beecham delays US filing of heart attack treatment

BY MIKE SMITH

Beecham Group yesterday disclosed that it is delaying by three months the filing with US regulatory authorities of a new treatment for heart attacks.

Mr Bob Bauman, chairman, told the annual general meeting that the postponement had been caused by a decision to increase the number of patients covered in clinical trials. The US filing is expected by the end of this year.

In West Germany the drug has been ordered by more than 100 hospitals since its launch there in March. The UK filing is expected by the end of this year.

Mr Bauman said the company had made an encouraging start to the current year. Trading profits were ahead and in line with expectations.

Almost all sections of the business showed progress and the "satisfactory trend" was expected to continue.

Of the new drugs, Relifax, a treatment for heart attacks, has achieved UK sales of more than £500,000 since its launch in March. Sales in West Germany have started more slowly.

Worldwide sales of Timentin, an injectible antibiotic, increased 59 per cent in the first three months of the year compared with the corresponding period of last year.

Sales of Augmentin, the antibiotic whose turnover growth was a significant factor in last year's 15 per cent in group pre-tax profits, were up 61 per cent.

The company is hoping to establish by the end of 1987 a sponsored American Depository Receipt (ADR) programme. It is also applying for a quotation on the National Market System of National Association of Securities Dealers (Nasdaq).

One shareholder, while praising the company's recent overall performance, lamented the sale of the Findlater Mackie Todd drinks business.

Shares in Beecham fell 12p to close at 564p.

### Applied Holographics

Chairman O. C. Boral said in the annual report that the second half of the current financial year should see a move into profitability and a firm base established for real growth in turnover and more importantly, profits thereafter.



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### Public Works Loan Board rates

Years	Effective July 22		Non-quota loans A* repaid		Non-quota loans A* repaid	
	by EPT	At maturity	by EPT	At maturity	by EPT	At maturity
Over 1 up to 2	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 2 up to 3	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 3 up to 4	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 4 up to 5	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 5 up to 6	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 6 up to 7	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 7 up to 8	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 8 up to 9	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 9 up to 10	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 10 up to 15	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 15 up to 25	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2
Over 25	9 1/2	9 1/2	10 1/2	10 1/2	9 1/2	9 1/2

Non-quota loans A\* are 1 per cent higher in each case than quoted loans A. \* Equal instalments of principal. † Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). ‡ With half-yearly payments of interest only.

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Dividends	+333%	780,976	180,393
	+80%	79,236	44,700
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## COMMODITIES AND AGRICULTURE

## UK determined on set-asides

BY BRIDGET BLOOM

THE EUROPEAN Community cannot rely on decreasing the price paid to farmers as a means of reducing mounting cereal surpluses but will have to take increasing quantities of land out of cereal production, Mr John MacGregor, Britain's Minister of Agriculture, warned yesterday.

He hoped to introduce a limited voluntary scheme to take some land out of production early next year under the EC socio-structures scheme finally adopted last month. But the Government was determined to press the case for a Community-wide scheme as soon as the business of the EC resumed in the autumn, Mr MacGregor said.

The debate was bound to be lengthy and controversial but the Community had to accept that "one way or another land is going to have to come out of cereal production."

Yields from cereals were rising inexorably and the mission now predicted that within five years, EC stocks would amount to 100m tonnes. Demand for cereals was static or falling, while there seemed to be little prospect of increasing exports.

However, even if increased British exports were possible—as they had been in the last

year because of shortfalls in southern Europe—the rising cost of support for cereals was prohibitive. Mr MacGregor noted that the spending allocation for cereal price support in the Commission's draft budget for 1988 was £4bn, nearly twice the amount spent in 1985.

Cereals now took 21 per cent of total Community expenditure on agricultural commodities compared with 12 per cent in 1985.

Mr MacGregor—who was talking yesterday to the Home Office Cereals Authority in London indicated that the conclusion was clear. Despite the recent decreases in prices to be paid to farmers and despite, also, the tightened Community control over the buying of cereals into the EC's intervention stores, "we cannot rely on price alone to reduce the level of cereal production."

The minister made it clear that the so-called set-aside scheme which Britain wanted the EC to adopt would be voluntary and he named neither figures for the acreage which he would expect to be withdrawn, nor the savings which might be made, nor the compensation which might be paid to farmers either for leaving land fallow or growing alternative crops.



Mr John MacGregor... "One way or another land is going to have to come out of cereal production"

Officials estimate that at least 15 per cent of the land and possibly growing cereals would have to be set aside in order to bring internal demand and consumption into reasonable balance, a figure which the British National Farmers' Union, for example, also accepts.

However, the NFU has been urging the case, both to the Government and the Com-

mission, for a compulsory set-aside scheme. It fears that a voluntary scheme will not attract enough farmers and could result in only the most marginal land being taken out of production. It also believes that a compulsory scheme would be fairer both within each member state and across the Community.

Yesterday, Mr MacGregor accused critics of a voluntary scheme of "swapping difficulties for difficulties" including policing and administering a compulsory scheme which would include Europe's 4m cereal farmers. British officials also argue that a voluntary scheme would be more likely to be taken up by the smaller and less efficient farmers.

There is no possibility that it could affect this year's planting due to begin in a couple of months. The best Britain can hope for is that a scheme could be negotiated at next year's price fixing, in time for the 1988-89 season.

## Pechiney plans more aluminium capacity

By Robert Gibbons in Montreal

PECHINEY of France plans a feasibility study for a third potline at its new 230,000 tonnes-a-year aluminium smelter near Montreal.

The 501.3bn (£570m) smelter, 50.1 per cent owned by Pechiney and 49.9 per cent each by Alcan and a Quebec government-controlled company, started up the first potline last August and the second early this year.

The plant's infrastructure was designed for fast installation of a third potline of around 110,000 tonnes capacity when markets justified it. The study will take nearly a year against a background of rising world demand for aluminium.

Pechiney in Greenwich, Connecticut, would not comment, but industry sources say that a 1986 deal under which Reynolds Metal Company, of Richmond, Virginia, would acquire a 25 per cent interest in the smelter, has finally been completed.

## Taiwan buys US products

TAIWAN has bought US farm products worth \$580m during a purchasing tour of the country, Reuters reports from Washington.

The purchases included corn, soybeans, wheat, cotton and orange juice concentrate. The Taiwanese embassy said, it tendered for barley, but the prices offered were unacceptable.

## US waves stick over Gatt talks

BY NANCY DUNNE

THE COMPREHENSIVE Senate Trade Bill, passed on Tuesday by a resounding 71-27 vote, contains a stick designed to prod along the agriculture trade negotiations underway in Geneva in the new round of the General Agreement on Tariffs and Trade.

The Reagan Administration has tabled a proposal in Geneva which would phase out all agriculture trade subsidies and barriers by the year 2000. Should the Gatt working group fail to reach agreement within two years, then the US could well implement a provision in the Trade Bill calling for massive export subsidies of American grains and oilseeds starting in 1990.

So far, most of US export subsidies, granted under the Export Enhancement Pro-

gramme (EEP), have been mostly limited to sales of wheat and wheat flour in a particularly competitive market place. US farmers are up in arms, however, about recent EC subsidies of maize exports and have been demanding that the US follow suit.

According to the US Feed Grains Council, because the EC has never before had significant maize exports, its use of subsidies to gain market share is in violation of the Gatt. "The subsidies are also improper in light of the EC's participation in the opening agreements of the new Gatt Round, which called for a freeze and roll-back of all subsidies," the Council said recently.

In view of the freeze and roll-back, Congress has been reluctant to grant vast new

subsidies for feed grains. Instead it has given the Gatt time to act. It has also given the Presidency authority to waive the requirement by certifying that negotiating progress has been made.

However, an administration may then be in power which is less committed to free trade than is President Reagan, and it cannot be counted on to exercise the waiver.

The subsidies provided for in the bill are called "marketing loans." A marketing loan allows farmers to repay their government loans at world price levels, and the Government thus takes a loss on the difference. Marketing loans have already been implemented for cotton and rice and US exports in those commodities have soared.

## Britain escapes beet disease

BY BRIDGET BLOOM

BEIZOMANIA, the virus disease which attacks sugar beet and has caused markedly reduced yields in continental Europe, is not present in the UK although the British Ministry of Agriculture accepts that a risk of infection remains.

Two incidents involving the importation of the virus, in soil on consignment of American sugar beets, have been investigated in the last year, the ministry announced yesterday. But it added that safety measures carried out by the East Anglian processing factory which imported the

potatoes resulted in the destruction of the virus before it could spread to neighbouring farms.

The beizomonia virus—the beet necrotic yellow virus—is carried by the otherwise harmless soil fungus, *polymyxa betae*. It was first detected in southern Europe in the late 1980s and has spread north since, sometimes resulting in yields as low as three tonnes a hectare of refined sugar, compared to averages of 12-15 tonnes.

At present there is no known method of controlling the

disease once it has infected beet, although some progress has been made in controlling the soil home vector and research is continuing into varieties which are resistant to the disease.

Britain's farmers, currently producing some 1.4m tonnes of the EC's 14.5m tonnes of refined beet sugar, have long feared the advent of the disease. Yesterday, however, the Ministry insisted that provided proper vigilance was maintained, particularly by vegetable importers, the danger of beizomonia spreading to Britain was slight.

## Recultivating Ghana's goldfields

BY PETER BLACKBURN IN ABIDJAN

THINGS ARE looking up at the historic but dilapidated Ashanti goldfields, one of the world's richest and most celebrated gold mines.

A 54-year project, costing \$150m, to rehabilitate the 90-year-old mine and increase output by 50 per cent to 400,000 ounces a year by 1991 is now in full swing after a slow start. "We are driving for a better future," says Mr Bill Bussey, Ashanti Goldfields Corporation's general manager.

"The project is a great step forward and should keep the mine viable for the next 50 years."

It is already starting to show results with production for the first quarter of the 1987 financial year reaching the highest level for 10 years. Production at the mine—at Obuasi, 165 miles north-west of the capital Accra—rose last year to about some 282,000 ozs from 264,345 ozs in 1985.

Proven reserves total 7m short tons of ore containing an estimated 2.3m ozs of gold—enough to maintain output at the current level for 10 years. In addition there are at least another 10m short tons of potential reserves which if developed would guarantee

production into the next century.

The UK-based Lonrho bought AGC in 1968 but its stake has been reduced to 45 per cent, with the Ghanaian government holding the rest.

The project is the most important private investment in Ghana since independence from the UK in 1947 and shows renewed confidence following the implementation by the Rawlings regime of far-reaching economic reforms as part of an economic recovery programme sponsored by the World Bank.

AGC accounts for about 85 per cent of national gold output, which is the country's second major export earner after cocoa.

Output declined steadily from a peak of 533,000 ounces in 1972 to a trough of 232,000 ounces in 1980 because of a lack of new shaft sinking, ageing equipment and the erosion of production bonuses. An acute shortage of foreign exchange to pay for imported spare parts forced engineers to cannibalise machinery in order to keep plant working.

The present project was made possible after the Government introduced a new minerals and mining law in 1986 allowing

companies to retain a minimum 25 per cent of foreign exchange earnings.

The new law has led to a great resurgence of interest among foreign mining companies," says Mr Kofi Ansah, chief executive of the Minerals Commission in Accra. About 30 foreign firms, mostly Canadian and Australian, have applied for gold and diamond prospecting licenses.

AGC was able to negotiate a 45 per cent foreign exchange retention reflecting the company's importance to the national economy and its urgent need for new equipment as well as heavy debt servicing commitments. "We could retain more if we showed it was necessary for the success of the project," says Mr Sam Jonah, who last year became AGC's first Ghanaian managing director.

"It is an expensive project as we have to import everything," he explains.

The project also promises a high rate of return, however, reflecting the high grade of reserves, low operating costs and the fact that basic infrastructure is already in place.

The Government's decision to compensate Lonrho for the minority 55 per cent stake it took in 1972 was another important factor enabling the project to go ahead.

Start up of the project was delayed a year to October 1985, however, while the foreign exchange provisions were negotiated.

The project is partly financed by loans totalling \$77m from the World Bank's private sector affiliate, the International Finance Corporation, and Standard Chartered Merchant Bank. There are two main elements to the project—a 54-year shaft sinking and development programme to expand and sustain ore output at 1.1m short tons per year (similar to peak production in 1976) and a three-year re-equipment programme to modernise the mine and treatment plant, infrastructure and services.

The new shafts will shift the centre of mining operations,

spread over eight miles, from the north towards the south. And they will provide easier access to new and higher grade ores in the southern part of the mine, according to senior mine engineer Mr Steve Maw.

The first new shaft, the 2,800 ft George Cappelend, will be used to host men and materials and is due to be commissioned mid-1987.

Work on the New Justice Shaft, which will host ore, started last November. The 21-foot diameter shaft, the widest in West Africa, will be sunk to a depth of 4,500 feet and is due to be commissioned early in 1991. It will handle 450,000 short tons of ore a year which would otherwise have to be conveyed four miles to the south shaft before being brought to the surface.

The Adansi sub-vertical shaft at the north end of the mine is being deepened to 6,300 feet from 5,200 feet and a new ventilation shaft—Justice South—is also being sunk.

The compressed air system is being completely refurbished and a new 5-km conveyor and drive system installed to transfer ore from the southern mining area as part of a re-equipment programme aimed at raising productivity by nearly one-third.

One of the major innovations of the project is a 50m carbon pulp tailings treatment plant located next to the 40-year-old central gold treatment plant. The new plant will treat 2,000 tonnes a day of tailings and recover some 40,000 oz of gold a year. It is due to start operating during the second half of 1987 and should pay for itself within a year, according to AGC engineers.

Some 3,150 new bungalows are also being built in order to improve living conditions for the day of tailings and recover some 40,000 oz of gold a year. It is due to start operating during the second half of 1987 and should pay for itself within a year, according to AGC engineers.

The project should guarantee the security of the country's largest industrial employer, and substantially increase export earnings in a country which until quite recently was known as the Gold Coast.

## MARKETS LONDON

COPPER'S RECENT

From time was reasserted on the London Metal Exchange yesterday as the cash price moved ahead to register the highest closing price for 22 months. Having already recovered 22.50 of last week's 22.80 setback cash copper put on another 240.50 at 1,045.50 a tonne. The three months position closed with a 537 gain at 1,051.50 a tonne. Dealers said the market was underpinned by the continuing tightness of physical supplies and concern about Middle East tensions. But they said the main impetus came from the New York market's strong overnight rise, which took London traders by surprise and prompted a scramble to cover earlier short sales.

Further upward pressure was provided by sterling's weakness against the dollar. The three months position closed with a 537 gain at 1,051.50 a tonne. Dealers said the market was underpinned by the continuing tightness of physical supplies and concern about Middle East tensions. But they said the main impetus came from the New York market's strong overnight rise, which took London traders by surprise and prompted a scramble to cover earlier short sales.

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## INDICES

REUTERS

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## DOW JONES

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## MAIN PRICE CHANGES

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## METALS

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## OILS

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## GRAINS

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## OTHERS

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## SILVER

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00 69.00 70.00 71.00 72.00 73.00 74.00 75.00 76.00 77.00 78.00 79.00 80.00 81.00 82.00 83.00 84.00 85.00 86.00 87.00 88.00 89.00 90.00 91.00 92.00 93.00 94.00 95.00 96.00 97.00 98.00 99.00 100.00

## COPPER

100% 50.00 51.00 52.00 53.00 54.00 55.00 56.00 57.00 58.00 59.00 60.00 61.00 62.00 63.00 64.00 65.00 66.00 67.00 68.00







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## AUTHORISED UNIT TRUSTS

Brown Shipley & Co Ltd (A/N)				FS Investment Managers Ltd				Henderson Asset Management Ltd			
04-12-2005				04-12-2005				04-12-2005			
1st Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
2nd Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
3rd Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
4th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
5th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
6th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
7th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
8th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
9th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
10th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
11th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
12th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
13th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
14th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
15th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
16th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
17th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
18th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
19th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
20th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
21st Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
22nd Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
23rd Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
24th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
25th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
26th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
27th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
28th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
29th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
30th Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
31st Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	157.5	157	-0.3
32nd Northern Fund	115.3	120	-2.5	1.75	27.11	26.42	0.7	High Income	1		

[illegible]

## BASE LENDING RATES

[illegible]**DINMUTZ**

**— FINANCIAL ADVISER —**

[illegible]

**DOWN**

- 1 Frozen dessert of standard achieved in France (7)
- 2 Nice point about beginning of project (9)
- 3 One who drinks like a fish — right? (5)
- 4 Land of Hope (9)



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هذا من الأصل

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**FT UNIT TRUST INFORMATION SERVICE**[illegible]

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## LONDON SHARE SERVICE

**MINES—Continued**[illegible]



# Near record daily fall in equities as Gilts crumble on UK trade figures

**FT**

These Indices are

## ACTUARIES INDICATE

**ES**

**Financial Times**

**LO**

**CALLS**

**LONDON TRADED OPT**

TIONS	
CALLS	PBTS

Financial and Properties  
Oil  
Plantations  
Mines  
Others

58	340	201
20	53	41
4	2	9
66	35	89
49	118	100

**Hogg Robinson up 3 at 639p amid rumours that a counter bidder to RSC is about to arrive** with more than 5m shares changing hands.

today's preliminary figures and closed just 3 cheaper at 247p. Elsewhere, **Hillsdown Holdings** closed 4 off at 303p, having touched 310p immediately after announcing the acquisition of Fairview Homes for some £25.5m plus a further £14m to cover Fair-

Beecham were actively traded (some 8.7m shares changed hands) but settled 12 cheaper at 564p despite the encouraging tenor of the chairman's statement at the annual meeting. Among the other pharmaceutical stocks, Glaxo gave up  $\frac{1}{2}$  to 1.17p and Fisons fell 8 to 367p, while Wellcome closed 12 lower at 465p. Elsewhere, BOC tumbled 20 to 512p in a relatively low volume of business.

Johnson Matthey, down 7 at 393p, were unsettled by the chairman's remarks at the annual meeting that the company cannot expect to achieve in the future the same rate of growth in profits which has been seen in the last two years. Cookson, in contrast,

held relatively steady at 770p, helped by a bullish review of the company from Mr Geoff Allum the analyst with County Natwest. He points out that he expects Cookson's success over the past five

**NEW HIGHS AND**

NEW HIGHS (25)	
AMERICANS (5)	CANADIANS (1)
BANKS (4)	BUILDINGS (3)
CHEMICALS (4)	STORES (6)
ELECTRICALS (12)	ENGINEERING (1)
(5), FOODS (2)	HOTELS (1)
INDUSTRIALS (22)	INSURANCE (2)
LEISURE (1)	MOTORS (2)
NEWSPAPERS (1)	PAPERS (2)
PROPERTY (2)	SHIPPING (1)
AFRICANS (2)	TEXTILES (4)
TRUSTS (1)	GILS (4)
	PLANTATIONS

**LONDON TRADED OPT**

The following is based on trading volume for Alpha securities dealt through the SEAC system yesterday until 5 pm.

## RISES AND FALLS YESTERDAY

Financial and Properties	58	940	201
Oils	20	53	41
Plantations	4	1	9
Mines	66	35	89
Others	49	118	100

These Indices are the joint compilation of the Financial Times,  
the Institute of Actuaries and the Faculty of Actuaries

FIVE-INTEREST	AVERAGE GROSS	Wed	Tues	Year
		July	July	Ann

6/26/95 index: 2252 2- 10 am 2300 2- 11 am 2304 1- Noon 2377 7- 1 pm 2347 0- 2 pm 2340 2- 3 pm 2340 4- 1:20 pm 2351 4- 5 pm 2352 5- 6 pm 2353 6- 7 pm 2354 7- 8 pm 2355 8- 9 pm 2356 9- 10 pm 2357 10- 11 pm 2358 11- 12 am 2359 12- 1 am 2400 1- 2 am 2401 2- 3 am 2402 3- 4 am 2403 4- 5 am 2404 5- 6 am 2405 6- 7 am 2406 7- 8 am 2407 8- 9 am 2408 9- 10 am 2409 10- 11 am 2410 11- 12 am 2411 12- 1 am 2412 1- 2 am 2413 2- 3 am 2414 3- 4 am 2415 4- 5 am 2416 5- 6 am 2417 6- 7 am 2418 7- 8 am 2419 8- 9 am 2420 9- 10 am 2421 10- 11 am 2422 11- 12 am 2423 12- 1 am 2424 1- 2 am 2425 2- 3 am 2426 3- 4 am 2427 4- 5 am 2428 5- 6 am 2429 6- 7 am 2430 7- 8 am 2431 8- 9 am 2432 9- 10 am 2433 10- 11 am 2434 11- 12 am 2435 12- 1 am 2436 1- 2 am 2437 2- 3 am 2438 3- 4 am 2439 4- 5 am 2440 5- 6 am 2441 6- 7 am 2442 7- 8 am 2443 8- 9 am 2444 9- 10 am 2445 10- 11 am 2446 11- 12 am 2447 12- 1 am 2448 1- 2 am 2449 2- 3 am 2450 3- 4 am 2451 4- 5 am 2452 5- 6 am 2453 6- 7 am 2454 7- 8 am 2455 8- 9 am 2456 9- 10 am 2457 10- 11 am 2458 11- 12 am 2459 12- 1 am 2500 1- 2 am 2501 2- 3 am 2502 3- 4 am 2503 4- 5 am 2504 5- 6 am 2505 6- 7 am 2506 7- 8 am 2507 8- 9 am 2508 9- 10 am 2509 10- 11 am 2510 11- 12 am 2511 12- 1 am 2512 1- 2 am 2513 2- 3 am 2514 3- 4 am 2515 4- 5 am 2516 5- 6 am 2517 6- 7 am 2518 7- 8 am 2519 8- 9 am 2520 9- 10 am 2521 10- 11 am 2522 11- 12 am 2523 12- 1 am 2524 1- 2 am 2525 2- 3 am 2526 3- 4 am 2527 4- 5 am 2528 5- 6 am 2529 6- 7 am 2530 7- 8 am 2531 8- 9 am 2532 9- 10 am 2533 10- 11 am 2534 11- 12 am 2535 12- 1 am 2536 1- 2 am 2537 2- 3 am 2538 3- 4 am 2539 4- 5 am 2540 5- 6 am 2541 6- 7 am 2542 7- 8 am 2543 8- 9 am 2544 9- 10 am 2545 10- 11 am 2546 11- 12 am 2547 12- 1 am 2548 1- 2 am 2549 2- 3 am 2550 3- 4 am 2551 4- 5 am 2552 5- 6 am 2553 6- 7 am 2554 7- 8 am 2555 8- 9 am 2556 9- 10 am 2557 10- 11 am 2558 11- 12 am 2559 12- 1 am 2600 1- 2 am 2601 2- 3 am 2602 3- 4 am 2603 4- 5 am 2604 5- 6 am 2605 6- 7 am 2606 7- 8 am 2607 8- 9 am 2608 9- 10 am 2609 10- 11 am 2610 11- 12 am 2611 12- 1 am 2612 1- 2 am 2613 2- 3 am 2614 3- 4 am 2615 4- 5 am 2616 5- 6 am 2617 6- 7 am 2618 7- 8 am 2619 8- 9 am 2620 9- 10 am 2621 10- 11 am 2622 11- 12 am 2623 12- 1 am 2624 1- 2 am 2625 2- 3 am 2626 3- 4 am 2627 4- 5 am 2628 5- 6 am 2629 6- 7 am 2630 7- 8 am 2631 8- 9 am 2632 9- 10 am 2633 10- 11 am 2634 11- 12 am 2635 12- 1 am 2636 1- 2 am 2637 2- 3 am 2638 3- 4 am 2639 4- 5 am 2640 5- 6 am 2641 6- 7 am 2642 7- 8 am 2643 8- 9 am 2644 9- 10 am 2645 10- 11 am 2646 11- 12 am 2647 12- 1 am 2648 1- 2 am 2649 2- 3 am 2650 3- 4 am 2651 4- 5 am 2652 5- 6 am 2653 6- 7 am 2654 7- 8 am 2655 8- 9 am 2656 9- 10 am 2657 10- 11 am 2658 11- 12 am 2659 12- 1 am 2700 1- 2 am 2701 2- 3 am 2702 3- 4 am 2703 4- 5 am 2704 5- 6 am 2705 6- 7 am 2706 7- 8 am 2707 8- 9 am 2708 9- 10 am 2709 10- 11 am 2710 11- 12 am 2711 12- 1 am 2712 1- 2 am 2713 2- 3 am 2714 3- 4 am 2715 4- 5 am 2716 5- 6 am 2717 6- 7 am 2718 7- 8 am 2719 8- 9 am 2720 9- 10 am 2721 10- 11 am 2722 11- 12 am 2723 12- 1 am 2724 1- 2 am 2725 2- 3 am 2726 3- 4 am 2727 4- 5 am 2728 5- 6 am 2729 6- 7 am 2730 7- 8 am 2731 8- 9 am 2732 9- 10 am 2733 10- 11 am 2734 11- 12 am 2735 12- 1 am 2736 1- 2 am 2737 2- 3 am 2738 3- 4 am 2739 4- 5 am 2740 5- 6 am 2741 6- 7 am 2742 7- 8 am 2743 8- 9 am 2744 9- 10 am 2745 10- 11 am 2746 11- 12 am 2747 12- 1 am 2748 1- 2 am 2749 2- 3 am 2750 3- 4 am 2751 4- 5 am 2752 5- 6 am 2753 6- 7 am 2754 7- 8 am 2755 8- 9 am 2756 9- 10 am 2757 10- 11 am 2758 11- 12 am 2759 12- 1 am 2800 1- 2 am 2801 2- 3 am 2802 3- 4 am 2803 4- 5 am 2804 5- 6 am 2805 6- 7 am 2806 7- 8 am 2807 8- 9 am 2808 9- 10 am 2809 10- 11 am 2810 11- 12 am 2811 12- 1 am 2812 1- 2 am 2813 2- 3 am 2814 3- 4 am 2815 4- 5 am 2816 5- 6 am 2817 6- 7 am 2818 7- 8 am 2819 8- 9 am 2820 9- 10 am 2821 10- 11 am 2822 11- 12 am 2823 12- 1 am 2824 1- 2 am 2825 2- 3 am 2826 3- 4 am 2827 4- 5 am 2828 5- 6 am 2829 6- 7 am 2830 7- 8 am 2831 8- 9 am 2832 9- 10 am 2833 10- 11 am 2834 11- 12 am 2835 12- 1 am 2836 1- 2 am 2837 2- 3 am 2838 3- 4 am 2839 4- 5 am 2840 5- 6 am 2841 6- 7 am 2842 7- 8 am 2843 8- 9 am 2844 9- 10 am 2845 10- 11 am 2846 11- 12 am 2847 12- 1 am 2848 1- 2 am 2849 2- 3 am 2850 3- 4 am 2851 4- 5 am 2852 5- 6 am 2853 6- 7 am 2854 7- 8 am 2855 8- 9 am 2856 9- 10 am 2857 10- 11 am 2858 11- 12 am 2859 12- 1 am 2900 1- 2 am 2901 2- 3 am 2902 3- 4 am 2903 4- 5 am 2904 5- 6 am 2905 6- 7 am 2906 7- 8 am 2907 8- 9 am 2908 9- 10 am 2909 10- 11 am 2910 11- 12 am 2911 12- 1 am 2912 1- 2 am 2913 2- 3 am 2914 3- 4 am 2915 4- 5 am 2916 5- 6 am 2917 6- 7 am 2918 7- 8 am 2919 8- 9 am 2920 9- 10 am 2921 10- 11 am 2922 11- 12 am 2923 12- 1 am 2924 1- 2 am 2925 2- 3 am 2926 3- 4 am 2927 4- 5 am 2928 5- 6 am 2929 6- 7 am 2930 7- 8 am 2931 8- 9 am 2932 9- 10 am 2933 10- 11 am 2934 11- 12 am 2935 12- 1 am 2936 1- 2 am 2937 2- 3 am 2938 3- 4 am 29

CONSTITUENT CHANGES: Associated Book Publishers (32) has been deleted. Ryan International (48) and St. Modwen Properties (69) have both been inserted.

Option		July	Oct.	Jan.	July	Oct.	Jan.
Alfred Jones	300	67	83	92	61	8	7

[illegible]

Woolworth ("401)	375	33	30	62	0 1/2	8	17	1700	145	190	245	43	75	90
	400	5	32	50	3	17	32	1750	110	160	215	63	95	110
	425	1	22	35	27	40	47	1800	85	137	190	88	120	135
								1850	65	115	170			

BAT INGS	650	67	85	102	2	15	18	2250	186	178	155	170	2	16	28	40
("664)	650	28	52	73	18	32	38	2250	110	133	155	143	31	31	45	53
	700	9	28	50	50	60	65	2300	65	97	120	110	27	50	63	73
								2350	32	65						

(1968)	260	15	27	34	5	9	16
	280	6	18	24	18	22	26

## EQUITIES

STOCK	PRICE	YIELD	PERF.	PERF. 12 MONTHS	PERF. 3 YEARS	PERF. 5 YEARS	PERF. 10 YEARS	PERF. 15 YEARS	PERF. 20 YEARS	PERF. 25 YEARS	PERF. 30 YEARS
<b>FIXED INTEREST STOCKS</b>											

## "RIGHTS" OFFERS

earnings. *q* Earnings based on preliminary figures. *R* Forecast annualised dividend, cover and p/e based on latest annual earnings. *s* Earnings based on preliminary figures. *S* Forecast annualised dividend, cover and p/e ratio based on prospectus or other official estimates. *W* Pro Forma Figures: indicated dividends; cover relates to previous dividend; p/e ratio based on latest annual earnings.

Market 7, 10 Tramwood Rights & 3 Writs. to sub for 1 new Tramwood @ 40.

CONSTITUENT CHANGES: Associated Book Publishers (32) has been deleted. Ryan International (48) and St. Modwen Properties (69) have both been inserted.

Market 7, 10 Tramwood Rights & 3 Writs. to sub for 1 new Tramwood @ 40.



## WORLD STOCK MARKETS

AUSTRIA				GERMANY				SPAIN				AUSTRALIA (Continued)				JAPAN (Continued)			
July 22	Price	±		July 22	Price	±		July 22	Price	±		July 22	Price	±		July 22	Price	±	
Creditanstalt	2210.00	-		AEG	325.50	-3.7		Banco Bilbao	1490	+1.0		News	20.00	-0.2		Nippon Saiten	549	-9	
Gesamter	3190.00	-7.0		Alcantara Vero	390.00	+1.0		Banco Central	274	-1.0		Noranda Pacific	4.30	-0.1		Nippon Shuppan	1390	+0.6	
Industrieholding	1280	-1.0		BAWAG	1280	-1.0		North Sea Oil	515	-0.5		Oilfield	3.40	-0.1		Nippon Yusen	287	+7	
Junfermann	9400	-		Bayern	742.50	-		Banco Hispano	274	-1.0		Oilfield	4.60	+0.05		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
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Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
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Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
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Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0.2		Nippon Yusen	235	-17	
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Landesbank	2000.00	-		Bayern-Hypo	340.00	-		Banco Pinar	170	-0.5		Pacific Delmar	3.40	-0					

# CANADA

[illegible]

## Indices

NEW YORK STOCK EXCHANGE										1987											
										1986/87		Since Completion		July				1987			
										High	Low	High	Low	22	21	20	19	High	Low		
Industrials	2,688.22	2,687.35	2,687.25	2,598.4	2,688.57	2,682.34	2516.04	2527.33	2516.04	AUSTRALIA All Ore (F/87)	1963.4	1973.3	1977.2	1975.4	1977.7	2007.0	1486.7	1291.0			
Transport	1,308.82	1,302.90	1,308.90	1,347.82	1,344.78	1,344.62	1,347.82	1,344.78	1,344.62	Metals & Min (F/87)	1284.2	1282.2	1289.3	1270.1	1287.5	1185.0	729.3	625.0			
Utilities	281.45	281.71	282.10	284.97	284.17	284.89	227.53	229.38	227.53	CYPRUS Cyprus Andre (5/12/84)	-	224.15	223.32	214.88	205.96	230.60	131.1	182.2			
Trading vol	188,048,000	188,000,000	228,000,000	278,000,000	282,000,000	-	-	-	-	BELGIUM Brussels SE (7/2/84)	5096.60	(2)	(2)	(-)	3096.60	1227.0	3987.86	(91)			
Ind Div Yield %										July 17		July 18		July 20		Year Ago (Approx)					
										2.74		2.88		2.82		3.81					
STANDARD AND POORS																					
										1987		Since Completion									
										High	Low	High	Low								
Industrials	357.43	361.33	364.82	368.33	368.44	358.87	368.33	374.56	368.33	GERMANY P&L Aktien (3/2/85)	642.42	646.95	650.02	640.70	678.84	667.1	538.32	1970.0			
Composites	388.52	388.55	371.38	374.88	372.88	372.82	374.88	388.55	374.88	Konvertib. (4/2/83)	1952.2	1958.70	1969.90	1964.70	2048.3	1871.0	1833.8	(79)			
										HONG KONG HangSeng Bank (3/1/84)		3,380.41	3320.78	3386.09	3342.13	3386.09	2207.0	2449.58	2201.0		
										ITALY Borsa Com. Ital (3/82)		699.08	698.49	700.46	697.0	767.34	1304.0	668.65	1147.0		
										JAPAN** Nikkei (3/25/89)		22,792.94	23,078.36	23,258.64	22968.49	25099.42	1796.0	18544.8	1733.0		
Ind div yield %										2.34		2.37		2.48		3.88					
Ind. P/E Ratio										23.89		23.75		23.29		17.82					
Avg. Long Term Bond Yield										8.88		8.88		7.81							
N.Y.S.E. ALL COMPANIES																					
										RISKS AND FALLS											
										July 21		July 20		July 17							
										High	Low										
										1,385.87		1,394.26		1,398.04		1,391.87		1,398.04		2,077	
										SINGAPORE Singapore Times (3/2/86)										1,385.87 1,394.26 1,398.04 1,391.87 1,398.04 2,077 899.08 2,071	

**OVER-THE-COUNTER** *Nasdaq national market, closing prices*[illegible]

**LONDON**

BOC.....	512	-20	Lloyds Bank.....	398	-10
Brit Gas.....	181½	-6	MEPC.....	531	-23
Brit Petro.....	382½	-12½	Mks & Spncr.....	251	10
FKI Elec.....	172½	-15½	Stew. Wrightson.....	680	-35
GEC.....	240	-9½	Thron EMI.....	756	-19
GKN.....	350	-21	Unigate.....	409	-7
Land Secs.....	550	-21	Utd. Scientl.....	312	-27

## N. AMERICAN QUARTERLY RESULTS

SCOTT PAPER Tidy and paper		SQUIBB Pharmaceuticals		UNITED Telecommunications		VF CORP Jewels	
Second quarter	1987	1986	Second quarter	1987	1986	Second quarter	1987
Revenue	\$m	\$m	Revenue	\$	\$	Revenue	\$
Net income	55.2m	52.9m	Net income	532.2m	424.5m	Revenue	2457.5m
Net per share	1.54	1.50	Net per share	29.2m	70.4m	Net income	840.7m
52 weeks	1.56	1.50	52 weeks	0.91	0.65	Net per share	42.6m
Revenue	1.97m	1.95m	Revenue	1m	510.8m	Revenue	1.22m
Net income	307.2m	304.4m	Net income	164.5m	175.8m	Net income	75.3m
Net per share	95.4m	94.2m	52 weeks	1.17	1.17	52 weeks	55.2m

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**Continued on Page 37**

هذا من الأصل



## AMEX COMPOSITE CLOSING PRICES

Stock	Div	P/E	100s	High	Low	Close	Chg	Stock	Div	P/E	100s	High	Low	Close	Chg	Stock	Div	P/E	100s	High	Low	Close	Chg
AT&T	393	20	19	15	-	-		Quintel	189	2	17	2	-	-		PreCo	10	25	61	54	54	+1	
Avco	17	10	16	16	16	16		Di Ind	7	2	24	2	-	-		ProDA	10	25	61	54	54	+1	
Aviation	256	221	404	404	404	404		DWG	8	2	24	2	-	-		R	14	115	152	152	152	+1	
Aviation	256	221	404	404	404	404		DWG	8	2	24	2	-	-		R	14	115	152	152	152	+1	
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Aviation	256	221	404	404	404	404		DWG															

**Nasdaq national market closing prices**[illegible]**FINANCIAL TIMES**

— Europe's Business Newspaper —  
London Frankfurt New York

Continued on Page 35



# FINANCIAL TIMES

## WORLD STOCK MARKETS

### AMERICA

## Stocks steady despite worries over Gulf

#### WALL STREET

HALTING a two-day slide, Wall Street stock prices drifted little changed in moderately heavy trading yesterday despite worries over US naval operations in the Gulf, writes *Roderick Oram* in New York.

Credit markets gave no support to stocks as bond prices fell more than half a point. Investors continued to worry about inflation even though the consumer price index increased only modestly in June.

The Dow Jones industrial average closed up 2.23 points at 2,478.18. It had traded most of the day in a narrow range a few points either side of its previous close.

The broader market was less successful at holding the line, and the Standard & Poor's 500 index slipped 0.08 of a point to 308.47 and the New York Stock Exchange composite index lost 0.14 to 173.44. NYSE volume was 175m shares with declining shares outnumbering those advancing by a ratio of four to three.

Oil stocks were one of the poorest performing sectors even though crude oil futures edged higher because of tensions in the Gulf. Exxon fell 5 1/4% to \$92 1/4, Chevron lost 5 1/4% to \$80 1/4, Mobil gave up 5 1/4% to \$82 1/4, Amoco was down 5 1/4% to \$84 1/4 and Atlantic Richfield was off 3 1/4% to \$117 1/4.

Digital Equipment dropped 8 1/4% to \$157 1/4. The computer maker's second-quarter profits of \$2.85 a share, compared with \$1.81 last year, were below analysts' forecasts.

In the takeover arena, Trans World Airlines rose 5 1/4% to \$34 1/4 after receiving a proposal from Mr Carl Icahn, its chairman, to make it a private company. Shareholders would be offered \$30 cash and \$20 of securities for each existing share. The airline also reported a second-quarter profit of \$32.8m, against a loss of \$87m a year earlier.

Argonaut Group jumped 8 1/4% to \$49 1/4. The insurance company received a takeover offer of \$52 a share from Clarendon Group, a privately held Bermuda company with insurance interests.

Del E. Webb added 5 1/4% to \$25 1/4. The Nevada hotels, casino and real estate group said it was considering sale of part of the group or other forms of restructuring. Later, a foreign investment group including Industrial Equity (Pacific) of Hong Kong said it had a 9.3 per cent stake in Webb.

Fireman's Fund fell 5 1/4% to \$34 1/4. It reported a second-quarter loss of \$115.5m after adding substantially to its loss reserves in anticipation of heavy asbestos claims.

Among companies reporting strong performances, Sears, Roebuck, the largest US retailer, added 5 1/4% to \$53 on a 37 per cent increase in net profits. It was helped by higher profits at its Dean Witter securities house.

In contrast, First Boston, off 5 1/4% to \$44 1/4, reported a small overall

loss after suffering a \$100m loss trading Treasury bond options during this spring's credit markets turmoil. Morgan Stanley, up 5 1/4% to \$88, appeared to have avoided trading losses and turned in sharply higher profits.

News that the consumer price index rose only 0.4 per cent in June from May, in line with forecasts, did nothing to improve the bearish mood of the bond markets. Rumours on Tuesday afternoon that the figure would be 0.9 per cent had knocked more than a point off prices.

Prices continued to fall, leaving the 8 1/2 per cent benchmark Treasury long bond down 1/4 of a point at 98 1/4 yielding 8.78 per cent by late afternoon.

Shorter-term rates were little changed though the Treasury cancelled as expected yesterday afternoon's auction of \$8.75bn of two-year notes. The Treasury is unable to sell any more securities until Congress increases the federal government's debt ceiling.

Yields on three-month Treasury bills fell seven basis points, however, to 5.78 per cent as the bills became more scarce. Traders and investors are getting concerned that the cancellation of more auctions will put a lot of new issue pressure on the markets ahead of the August refunding by the Treasury. Interest rates might have to give investors sufficient appetite for the paper.

The bearish mood was also exacerbated by the start of tanker-escorting in the Gulf by the US Navy. The danger of a serious clash between the US and Iran is making markets jittery.

In addition, the markets are still mulling over the congressional testimony on Tuesday by Mr Paul Volcker, the retiring chairman of the Federal Reserve Board, and Mr Alan Greenspan, his nominated successor. Some people took their comments rather negatively and consequently expect a small tightening of monetary policy by the Fed.

Many others thought their message positive and were not unduly concerned that Mr Volcker said the Fed had not eased its policy in recent weeks as the market thought.

#### CANADA

WEAKNESS on Wall Street spread to Toronto, and prices drifted lower across the board.

Metals and mining shares lost more of last week's gains. Cominco was the exception, adding 3 1/4% to \$20 1/4 as it settled with striking workers at zinc and lead operations. Inco, however, was 3 1/4% down at \$26 1/4 and Noranda 3 1/4% off at \$24 1/4.

Banks performed drably, with Canadian Imperial Bank of Commerce 3 1/4% higher at \$32 1/4, Royal Bank steady at \$35 1/4, but the Bank of Nova Scotia 3 1/4% off at \$28 1/4.

Montreal stretched recent losses. Vancouver firmed slightly.

## BAA tender six times subscribed

THE PARTIAL tender offer for the flotation of BAA, formerly the British Airports Authority, has been six times oversubscribed.

The UK Government claimed that use of the tender had yielded an extra £26m in proceeds for British taxpayers.

County NatWest, the Government's merchant bank adviser on the issue, announced that the cut-off price for the tender would be 282p. That means most bidders will be disappointed by the allocation: only about 10 per cent of applicants tendered at or above that level.

The average price of all the successful bids was 390p, compared with a fully-paid price of 245p for shares in the fixed price offer. Since the number of shares sold in the tender was 125m - a quarter of the total issue - the Government is claiming that it has gained an extra £26m.

A total of 88,800 applications were

#### London plunges

NEWS of a substantially worse UK current account deficit for May than had been expected sent equities into one of the heaviest daily falls of the year.

The FT-SE 100 index fell 46 to 2,344.5, its biggest ever daily fall was 44.1 on March 30 this year. The FT Ordinary index lost 39.6 to 1,832.4.

Gifts also fell heavily, showing a net loss at the close of 2 1/2 points. Details, Page 34.

received for 739.2m shares, which was six times the number on offer. Applicants who bid above 282p will have their applications met in full; those who bid exactly 282p will receive 15.3 per cent of the shares applied for; and those who bid below 282p will receive none.

County NatWest would not reveal the highest bid, but it said some institutional investors had exceeded 310p.

Stockbrokers' analysts, however, preferred to reserve judgment until the start of official dealings next Tuesday morning. Some suggested that the successful bidders looked dangerously exposed to a falling market, and if yesterday's downturn were repeated, they could well emerge as sellers in an attempt to cut their losses.

The grey (unofficial) market price for the 100p partly-paid shares fell sharply from 147p bid 152p offered to 140p/145p yesterday. Cleveland Securities, the licensed dealer making the price, said this was in response to wider market conditions rather than any adverse response to the cut-off price.

Richard Tomkinn

Lex, Page 14

#### EUROPE

## Losses on Wall Street cast a long shadow

TRANSATLANTIC influences continued to weigh on some European bourses yesterday while others found limited support from domestic factors. The bull run in Norwegian shares ended in a wave of profit-taking.

Frankfurt remained depressed by Wall Street's losses and prices fell on further profit-taking despite a slightly higher dollar fixing against the D-Mark. Rumours that Japanese investors were selling West German bank stocks unsettled the market.

Dresdner Bank described the bourse as overbought and recommended selling stocks that had made above-average gains in the recent run-up.

The Commerzbank index lost 6.5 to 1,953.2.

The key banking, car and chemical sectors were the worst hit. Banks came under pressure from analysts' forecasts of poor earnings this year, and Deutsche Bank lost DM 15.50 to DM 649 while Dresdner was off DM 4.50 to DM 337.50.

Allianz, the insurance group, rose DM 9 against the trend to DM 1,981 after it said growth should continue this year following an improvement in 1986 profits.

In the car sector, Daimler was down DM 14 to DM 1,146 in advance of an extraordinary meeting of the supervisory board. VW shed DM 10.50 to DM 593 and BMW lost DM 3.50 to DM 685.

Electrical AEG fell back DM 3.70 to DM 323.50 as rumours faded that Daimler would increase its stake. Chemicals saw BASF down DM 4.50 to DM 312, Bayer easing DM

1.70 to DM 342.50 and Hoechst off DM 3 to DM 320.50.

Rumours, later confirmed, that retailer Asko might be buying a stake in Mass, pushed up Mass's price by DM 1 to DM 488 while Asko shed DM 6 to DM 1,941.

Bonds finished mostly stronger on short-covering. The Bundesbank bought DM 12.7m worth of paper after selling DM 14.4m on Tuesday.

Amsterdam fell back on Wall Street's fresh decline overnight and the weakness in Frankfurt.

Internationals were underperformed by profit-taking with Royal Dutch down FI 2 to FI 288.30 as oil prices fell in the wake of the safe passage of the US convoy through the Straits of Hormuz. Unilever lost FI 1.40 to FI 140.20.

In the publishing sector, Kluwer lost FI 2 to FI 405 and Elsevier 40 cents to FI 540. News of Walter Saxson's purchase of 5 per cent of Kluwer ordinary shares came too late for the market.

Zurich finished mixed as bargain-hunting alternated with profit-taking. Banks were mainly easier, with Bank Leu down SF 35 to SF 3,580. It said it expected good 1987 results despite a lower first half.

UBS lost SF 60 to SF 4,925 and Credit Suisse fell SF 40 to SF 3,300.

In chemicals, Hoffmann-La Roche added SF 225 to SF 14,475 after forecasting good results for the year.

Brussels was mixed in fairly quiet trading after the long-week-end holiday. The stock exchange index continued its climb through re-

#### SOUTH AFRICA

BUSY BUYING of quality shares drove Johannesburg prices to further records. The composite index rose 13 to 2,598.

Gold miners led the way, with Anglo American up R2 at R499 and Kinnross R2 higher at R75. The sector index picked up 18 to a new high of 2,302.

In other mining, Impala Platinum rose 75 cents to R54.75. Industrials also advanced to a new peak.

## ASIA

## Nikkei recovery dashed by US trade bill news

#### TOKYO

HIGH TECHNOLOGY and consumer stocks came under significant small-lot selling pressure in Tokyo yesterday, driving share prices sharply lower for the fourth consecutive trading day, writes *Shigeo Watanabe* of Jiji Press.

The Nikkei average dropped 375.62 to 22,702.74, slipping below 22,000 for the first time since April 28. The closely followed market barometer has just lost 12.5 per cent from its peak of 25,939 reached on June 17.

Volume was 421m shares compared with Tuesday's 440m. Declines led advances by 673 to 237, with 119 issues unchanged.

The market started strongly, encouraged by the relaxation of margin trading restrictions, and the Nikkei was up 126 points in mid-morning. Later, however, news that the US Senate had passed its omnibus trade bill drove the market lower.

Amid this bearishness, only a few issues proved popular. Teikoku Oil, with 9.2m shares traded, surged Y44 to Y1,630, supported by rising crude oil prices. Nippon Shuppan and Seibu Credit gained Y10 and Y200 to Y1,390 and Y3,300, respectively.

Parls ended mixed to higher, with construction and electronics stocks performing best. A rise in May industrial production helped lift the mood. Bouygues picked up FF 38 to FF 1,130 and Thomson-CSF added FF 15 to FF 1,311.

Milan had an active session, closing mixed to slightly higher. Fiat gained L58 to L12,457 and Montedison L66 to L2,570.

Oslo fell back in active profit-taking and the all-share index lost 1.83 to 332.28.

Stockholm was again lower in quiet trading. Foreign buying of Swedish shares increased in June, reversing a trend that began last summer when Sweden doubled its turnover tax.

Madrid ended in featureless trading.

"We are short of capital and will

However, large-capitalisation stocks fell widely. Nippon Steel, though the leading active with 22.37m shares changing hands, closed Y2 lower at Y301.

High-technology stocks were also weak. Matsushita Electric Industrial, on trade of 8.51m shares, plunged Y130 to Y2,250. NEC lost Y50 to Y1,850 and TDK Y30 to Y4,850.

The bond market extended its losses, despite the purchases of outstanding long-term government bonds by the Finance Ministry's Debt Consolidation Fund, a move designed to prop up the faltering bond market.

In early trading, the yield on the 5.1 per cent government bond, maturing in June 1994, fell to 4.570 per cent from 4.635 per cent at the close on Tuesday.

Later, however, the benchmark issue came under heavy selling pressure because it was not covered by the buying operation, pushing up its yield to 4.770 per cent at the close of yesterday's trading.

In inter-dealing trading, the yield rose further, reaching 4.840 per cent.

Cash mountain builds up in Japan, Page 18

#### HONG KONG

OPTIMISM over results due today and Friday from the Wharf group of companies revived Hong Kong's bulls to lift prices broadly. The Hang Seng index added 28.65 to 3,380.41.

FALLING back nervously after an early buying spree, Singapore share prices closed down in busy trade. The Straits Times industrial index closed 8.39 lower at 1,383.87.

Blue chips suffered worst from the profit-taking amid rumours that the Government was investigating several unnamed companies for irregular share dealings.

Among falling issues Genting lost 30 cents to S\$7.00. Singapore Press 24 cents to S\$6.80 and Singapore Land 20 cents to S\$8.80.

## South Africa seeks Taiwan's cash

SOUTH AFRICA is seeking Taiwanese investment in its stock market for the first time. Mr Anthony Norton, head of the Johannesburg Stock Exchange, said yesterday, *Reuters reports* from Taipei.

Mr Norton was on a six-day visit to Taiwan, meeting representatives of major brokerage firms and companies.

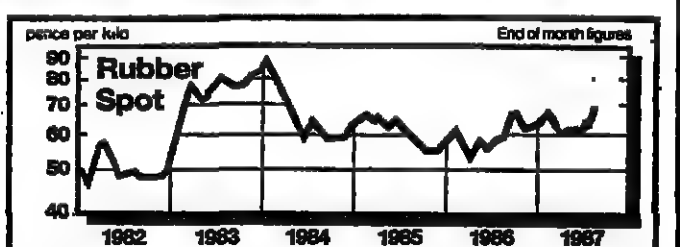
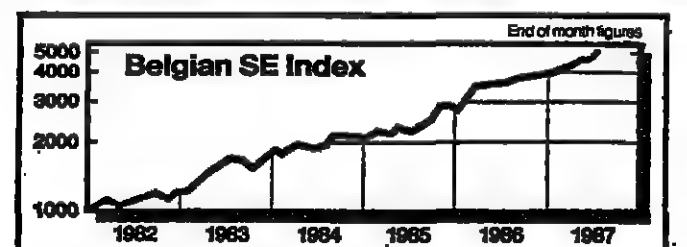
"We are short of capital and will

first offer gold mining shares to Taiwanese investors," he said. Investment from Taiwan would help boost trade and economic relations between Taipei and Pretoria, he added.

The Taiwan Securities and Exchange Commission (SEC) and the stock exchange described the timing of Mr Norton's promotion as "very good."

"The investment in foreign stocks in line with our Government's plans to help reduce our huge foreign exchange reserves," said an SEC spokesman.

#### KEY MARKET MONITORS



STOCK MARKET INDICES			
	July 22	Prev	YTD
NEW YORK	2,478.18	2,467.95	1,795.13
DJ Industrial	1,036.62	1,032.93	739.75
DJ Transport	300.43	300.71	205.31
S&P Comp.	309.37	309.55	239.18

LONDON FT			
	July 22	Prev	YTD
SE 100	1,832.4	1,872.0	1,286.8
SE 100	2,344.5	2,390.5	1,559.20
A All-share	1,191.84	1,212.56	779.94
A 500	1,315.07	1,339.0	854.08
Gold mines	446.3	437.1	197.2
A Long grt	9.39	9.19	9.61
World Act. Ind	126.73	127.89	92.02

TOKYO			
	July 22	Prev	YTD
Nikkei	22,702.74	22,078.36	17,639.3
Tokyo SE	1,388.27	1,315.84	1,305.02

AMSTERDAM			
	July 22	Prev	YTD
All Ind.	1,961.4	1,973.3	1,136.7
Metals & Mins.	1,242.2	1,262.2	506.3

AUSTRIA			
	July 22	Prev	YTD
Credit Aktien	224.13	223.22	223.25

BELGIAN SE			
	July 22	Prev	YTD
SE 100	5,098.60	(c)	3,642.06

CANADA			
	July 22	Prev	YTD
Toronto	3,160.4	3,169.7	2,009.0
Metals & Mins.	3,944.8	3,993.6	2,971.1
Industrial	1,977.66	1,987.38	1,485.74

DENMARK SE			
	July 22	Prev	YTD
CAC Gen	404.50	407.50	363.7
Ind. Tendencia	103.80	103.40	86.03

FRANCE			
	July 22	Prev	YTD
SE 100	1,832.4	1,872.0	1,286.8
SE 100	2,344.5	2,390.5	1,559.20
A All-share	1,191.84	1,212.56	779.94
A 500	1,315.07	1,339.0	854.08
Gold mines	446.3	437.1	197.2
A Long grt	9.39	9.19	9.61
World Act. Ind	126.73	127.89	92.02

WEST GERMANY			
	July 22	Prev	YTD
FAZ-Aktien	642.42	648.55	589.92
Commerzbank	1,952.20	1,958.70	1,762.4

NOMI KORE			
	July 22	Prev	YTD
Hang Seng	3,380.41	3,353.78	1,791.83

ITALY			
	July 22	Prev	YTD
Borsa Com.	691.08	698.48	602.65

NETHERLANDS			
	July 22	Prev	YTD
ANP CBS	319.80	319.50	292.0
Gen	271.60	269.60	282.8

NORWAY			
	July 22	Prev	YTD
Oslo SE	1,389.80	1,394.20	726.78

SINGAPORE			
	July 22	Prev	YTD
Straits Times	1,383.87	1,394.20	726.78

SOUTH AFRICA			
	July 22	Prev	YTD
Gold	2,346.0	2,290.0	1,336.5
Industrials	2,106.0	2,069.0	1,214.9

SPAIN			
	July 22	Prev	YTD
Madrid SE	262.01	263.07	172.15

SWEDEN			
	July 22	Prev	YTD
J & P	2,826.60	2,848.73	(-)

SWITZERLAND			
	July 22	Prev	YTD
Swiss Bank Ind	651.50	646.80	2,455.80

COMMODITIES (London)			
	July 22	Prev	YTD
Silver (spot fixing)	483.55p	478.55p	478.55p
Copper (cash)	£1,065.0	£1,024.50	£1,024.50
Coffee (July)	£1		



## SECTION III

FINANCIAL TIMES  
SURVEY

Voters will have their chance next month to pass their verdict on the quiet revolution introduced by Prime

Minister David Lange. His Labour government has brought in radical financial, economic and social reforms aimed at projecting the country into a new era. **Chris Sherwell reports.**

## Pioneer land's tough course

THE SCENE is dramatic. Across a flimsy wooden bridge suspended above a treacherous river gorge, sturdy pioneers and a pack of sweating horses are hauling a heavy cart of best ale to thirsty miners high in the mountains.

Suddenly a plank snaps, a wheel sticks. The chasm beckons, and for a few grim moments it is touch and go. But determination wins through — and since this is an advertisement, so does the beer.

The ad has been showing in New Zealand movie theatres for a few months, and its storylines fit easily into local audiences' perceptions about their country's heroic past.

But the drama also reflects well the critical state of the country, as Mr David Lange's Labour Party government seeks re-election on its extraordinary effort to drag New Zealand into a new era.

Says one senior minister: "If you ask a team of soldiers on the move how they feel about the course they're following, the chances are they'll be miserable and not where they want to be. We hope that people understand that we're not reached our goal yet, but we're on the

right tracks and making progress." New Zealand's situation, in short, is rather like the soldiering beer hantlers — enduring a course which is tough but necessary, painful but rewarding. So radical has been the shift in official thinking in New Zealand, and so resolute its course, it has been dubbed "the quiet revolution."

That a revolution was needed is now widely accepted. Until July 1984, when Labour ousted Sir Robert Muldoon's National Party, New Zealand had one of the world's most over-regulated and inefficient economies outside the Communist bloc. But while it enjoyed long periods of full employment and high living standards, its economy was distorted and deteriorating. Governments ran high fiscal and current account deficits in a misguided bid to cope with a changing world economy.

Now Mr Lange, a 44-year-old former lawyer who started in politics only 10 years ago, is presiding over the most far-reaching economic deregulation seen in any country since the war, and one of the most ambitious and intriguing monetarist experiments yet.



## New Zealand

Prime Minister David Lange—and, behind him, the Parliament building in Wellington

At the same time his government has adopted an internationally controversial non-nuclear defence posture which has disrupted the Anzus alliance with the US and Australia, stirred the ire of Washington and left New Zealand more than geographically isolated.

To an outsider—even to the 3.3m New Zealanders—the overall effect is bizarre. A Labour government has embraced

right-wing economic policies, backed an isolationist defence stand and shelved traditional social goals. In the process the conservative National party's interventionist past has looked positively socialist.

That Mr Lange's programme fits into no known concept of socialism is partly because his party is more social democratic than socialist, and partly because New Zealand already has a well-developed welfare

state with a history longer than Britain's. His government has nevertheless had to justify its economic policies by insisting that the basis on which New Zealand creates wealth must be radically changed if people are to be better off overall and in the longer term.

In its view, the cost of government economic intervention had become far too high. That involvement therefore had to be reduced and made more efficient. Mr Lange likes to say this is little different from the path followed by other OECD countries, but the difference lies in the vigour with which Labour is pursuing it.

The spearhead on the economic front is Mr Roger Douglas, the determined Finance Minister who, virtually single-handed, has taken the Government down a route advocated by young Treasury and reserve

bank officials who became imbued with free-market ideas and, after the Muldoon experience, anxious to make economic management "politician proof."

The changes have been sweeping. Deregulation has transformed the financial sector. Major businesses (like Fletcher Challenge) and businessmen (like Mr Ron Brierley) have become well-known abroad. Agriculture, manufacturing, construction, trade and tourism are undergoing irrevocable shifts. Government itself is being streamlined.

The impact is being watched closely, at home and abroad. Economists and bankers, Western defence establishments and governments, other Labour and Social Democratic parties in Britain, Australia and elsewhere—all have a keen interest in the progress and outcome of Mr Lange's extraordinary experiment.

A chance to measure domestic reaction will come on August 18, when New Zealand goes to the polls just one month short of the deadline. In going for a second term Mr Lange will be seeking something two of his three Labour predecessor governments never managed.

The omens are mixed. But it is clear that the important New Zealand defence question is not a vote winner for either party, and therefore holds few electoral risks for Labour. Broadly speaking, a majority of New Zealanders support the Government's anti-nuclear policies. A majority are also unhappy at the break in the Anzus alliance, but that alone will not make them vote National.

Even if it did, it would probably take more than permission from a National government for port visits by US naval ships to convince Washington that popular sentiment in New Zealand has reversed itself.

By contrast, the impact of Labour's economic reform programme is likely to be the key issue in the election campaign. Unfortunately for Labour, despite all the remarkable changes being wrought, the catalogue of painful consequences is long. Gross domestic product contracted by 0.8 per cent in the 1986-87 financial year which ended in March, and the reserve bank expects a greater contraction of 1.3 per cent in the current year. Real disposable incomes fell almost 4 per cent last year.

The inflation rate meanwhile soared to 18.2 per cent, though boosted by the new 10 per cent goods and services tax, the rate will still be high by OECD standards in the current year, when the consumer price index is forecast to increase by 8.8 per cent.

At the same time, the unemployment level has risen to a high 5.6 per cent and seems destined to move still higher because of the economic slowdown and job losses from Mr Douglas's ambitious "corporatisation" of nine Government departments.

Interest rates also remain at high levels. In the first five months of 1987, rates of 23 to 26 per cent obtainable on three month bills and yields on two to three-year Government bonds were 18 to 19 per cent.

To audible sighs of relief, these rates have since weakened. As important, the budget deficit, identified by the Government as the core of the country's economic problems, has also come under control.

From its unacceptably high level of 8.9 per cent of GDP in the year ending March 1984, the deficit fell to 6.9 per cent in 1985 and 4.1 per cent by March 1986. High state sector pay awards, increased unemployment and welfare payments and high debt payments induced by soaring interest rates all slowed the fall.

For the twelve months to March 1987 the deficit came in

Continued on page 2

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• Pictures by Glyn Gwyn and Ashley Mahood.

THE CABLE PRICE DOWNER GROUP  
A TO Z OF PRODUCTS AND SERVICES

## A

Access control system  
Adjustable shelving systems  
Agricultural components  
Aircraft components  
Alarm Status Reporting (ASR) system  
All Plastic floor tiles  
Aluminium alloy castings  
Aluminium fabrication  
Aquatic 2 - Flood prediction system  
Automotive products - batteries, springs, seatbelts, componentry

## B

Berduet  
Bathroom cabinets  
Batteries  
Battery charging and test clips  
Battery components  
Battery separator/plant  
Benders  
Bins  
Booster battery clamps  
Builders' hardware  
Building service gantries  
Building tools and hardware  
Busbar systems

## C

Cable casing systems, cable trunking and cable ducting systems  
Cable clippers  
Cable lugs and links (crimp type)  
Cable lugs (bolt type)  
Cable Price Downer Export Office Services  
Cable Tray  
Can openers, bottle openers  
Cast iron cable boxes  
Castings - approved to aviation standard  
Castings - non ferrous, ferrous, stainless steel  
Castors and wheels  
Car seatbelts  
Cargo control equipment  
Ceramic products  
Cantilever shelving systems  
Chain and fittings  
Civil engineering  
Cliffhanger shelving system  
Coil and leaf springs  
Control switchgear

## D

Commercial building construction  
Commercial and industrial lighting  
Componentry  
Computer aided design equipment  
Conductors  
Conduit systems and terminators  
Construction services  
Conveyors  
Copper based castings  
Cord ties and plugs - for newspaper rolls  
Counters - shop  
CNC machining facilities  
Cupboard catches  
Cutters and outer benders

## E

Data logging  
Design and build  
Design - engineering  
Die work  
Disconnections  
Display systems  
Distribution boards  
Distribution networks  
Domestic switchboards  
Do-it-yourself products

## F

Fabrication - steel  
Fall arrest devices  
Ferrous and non-ferrous castings  
Fibreglass cutters  
Flood warning, control, data logging  
Forestry equipment  
Forgings  
Foundry services  
Fuse gear  
Fuse switches  
Fuses

## G

Galvanised steel and aluminium alloy structures  
Golf putter heads  
Gondola systems  
Ground contact parts

## H

Handrails stairs and walkways  
Heaters - wood fired  
Heat treatment  
Heavy electrical repairs  
Heavy machinery service  
High-tech products  
High voltage power supply equipment  
Homes  
Home furniture  
Home shelving  
House clamps  
House numbers

## I

Industrial and commercial building construction  
Industrial and commercial lighting  
Industrial safety belts  
Insulators  
Iron castings and special machinery isolators

## L

Ladderwork  
Lattice structures - ball  
Leaf and coil springs  
Letter clips  
Letter and document trays  
Lifting slings  
Lighting systems  
Loadbreak equipment

## M

Machining - light and heavy  
Machinery - custom made  
Marine construction - wharves, pipelines and dredging  
Marine fittings  
Meats  
Materials handling equipment

## N

Mechanical engineering  
Metal cutting saws  
Metal stampings and pressings  
Metrack strip lighting  
Modular switchboard systems  
Motorised controllers  
Moulds - plastic industry

## O

New homes  
Non-ferrous castings  
Non-ferrous forgings  
Number plates  
Numbers (houses) and names

## P

Pattern work  
Plant installation and erection  
Plastic extruded componentry  
Plastic floor tiles  
Plastic injection moulding  
Porcelain insulators  
Porcelain lamp holders and fuses  
Post hole borers  
Pottery  
Power tools  
Pressed metal stampings  
Pricecap modular control equipment  
Process plant construction  
Product supply management  
Project management  
Pulp and paper equipment  
Pump castings

## Q

Quarry industry parts and repair

## R

Repetitive batch manufacture  
Robots  
Rocking post disconnectors  
Ropeway systems  
Rubber moulding

## S

Safety equipment  
Saw mill equipment  
Saws  
Sealing and H.V. and E.H.V.  
Security alarm equipment  
Ship repairs  
Shop fittings  
Springs - automotive  
Stainless steel castings  
Stainless steel boxes  
Stairways  
Stationary products  
Steel castings  
Steel - structural, reinforcing, fabrication  
Stoneware  
Storage systems  
Sub-contract - manufacturing and contracting  
Switchboards  
Switchgear  
Syna System

## T

Tapered springs  
Telecommunications monitoring equipment  
Tile floor covering  
Toolmaking  
Towers  
Traffic control equipment  
Traffic counters  
Trunking  
Tyres - spring/coil

## U

Underground construction (hydro, rail and road tunnels)

## V

Vehicle registration plates

## W

Walkways  
Washers - spring type and lockwashers  
Washers - internal tooth  
Washers  
Weldings  
Wheels and castors  
Winches  
Window cleaning and maintenance  
Window garnets  
Woodfires

## Z

Zilbon, n, colloq, indefinite large number, e.g. "The companies of the Cable Price Downer Group produce zilbons of products and services."

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## NEW ZEALAND 3

Labour's sweeping liberalisation programme brings economy under control

## First budget surplus for 35 years

MR ROGER DOUGLAS, the New Zealand Finance Minister, began his budget speech last month by harking back to the first Labour government of 1935 whose members, including his grandfather, "set in motion the greatest social reform in the history of this country."

The goals of the present Labour Government were essentially the same, although the means of achieving them had inevitably changed in response to the times, added Mr Douglas.

This is an unusual way of setting out a budget and was a sentimental attempt to convince tradition members of the party that the Government realises it is a Labour Government.

Their economic policies are anything but traditional for New Zealand Labour - or National party since coming to office in July 1984. The Labour administration has adopted more non-interventionist, free market, approach to the economy than any previous New Zealand government.

During the past three years, direct tax has been cut and indirect tax increased as part of a contractionary policy to squeeze soaring inflation out of the system. Government support and subsidies have been rapidly withdrawn, state industries moved towards privatisation,

and public spending brought under control.

There has been a price to pay. Growth has been slow, the restructuring of the economy has had a recessionary impact. Interest rates are stuck in the high teens, manufacturing industry is in sharp decline with very little capital investment showing up in productive industries, unemployment, although low by most international standards, is rising and living standards are falling.

There are still some daunting obstacles to overcome: total public debt has risen from NZ\$6.3bn in 1977 to NZ\$42.5bn now, interest payments alone gobbling up around a quarter of each year's total tax take. Total foreign debt is the equivalent of around 70 per cent of GDP.

Inflation which reached 18 per cent last year is now falling and may be around 10 per cent by the end of the financial year. But this will still leave New Zealand with the highest debt, interest rate and inflation figures of its major trading partners in the OECD area.

These albatrosses notwithstanding, the strategy has produced some remarkably speedy results.

The currency was devalued by 30 per cent when the Government took office in July 1984 and the following March, after an

unnecessarily long interval, was allowed to float freely.

The float helped to stabilise the public debt by reducing overseas borrowing to sustain an overvalued currency. Public spending is being curtailed and there is little doubt that a major squeeze will occur on politically sensitive social programmes, particularly health and social welfare, once next month's election is out of the way, assuming the Government is re-elected.

The Government has also started to sell assets to pay off debt. Shares in New Zealand steel, the Development Finance Corporation, Petrocorp and Air New Zealand are to be sold publicly.

The government's desire to sell off other nationalised industries has been thwarted for political and practical reasons so they are being moved to a half-way house through "corporatisation."

The most important sign that the economy is now under control and responding to policy comes with the effect of the taxation and public expenditure reforms.

For the first time for 35 years, a budget surplus is forecast for 1987-88. The NZ\$378m surplus compared with NZ\$2bn deficit in 1986-87 will be the combined result of a clamp on government spending and much higher

revenues from the broader tax base.

And for the first time since the Korean war, the country will actually repay some of its huge foreign debt burden - NZ\$600m in the current financial year.

A key part of the strategy has been to reduce the role of government wherever possible. So while nationalised industries have their subsidies withdrawn and are put on to a commercial footing, one of the world's most regulated and protected economies is being also thrown open to market forces.

Although many countries do their budget arithmetic in the way Mr Douglas made his calculations of a surplus, a more accurate picture is derived by examining the financial balance excluding net lending. This shows the financial deficit has been reduced to NZ\$1.38bn or 2.2 per cent of GDP for 1987-88 compared with 3.7 per cent last year and 6.9 per cent in 1983-84.

It is this record which has impressed the financial community and resulted in fairly persistent upward pressure on the New Zealand dollar.

A key part of the strategy has been to reduce the role of government wherever possible. So while nationalised industries have their subsidies withdrawn and are put on to a commercial

footing, one of the world's most regulated and protected economies is being also thrown open to market forces.

All exchange controls have been abolished, the banking and financial services sector have been fully deregulated, and subsidies and tariffs are being phased down.

One result of this has been a huge inflow of speculative capital into New Zealand stocks but virtually none into job-creating plant and machinery for productive industry. Equities soared until the overheating share market reached boiling point towards the end of last year, since when it has returned to more worldly temperatures with the loss of some huge capital gains on the way for slow or unlucky investors.

What is remarkable about the state of the New Zealand economy is the speed with which the liberalisation has been achieved. Parliamentary terms are so short at three years as to make the achievement of any medium term strategy impossible in one term.

If the Government is re-elected next month it will be because New Zealanders have accepted that, to get their country into competitive shape, more time and pain is needed - even if it means a further fall in living standards and more

unemployment, which is guaranteed to rise sharply during 1987-88 on present policies.

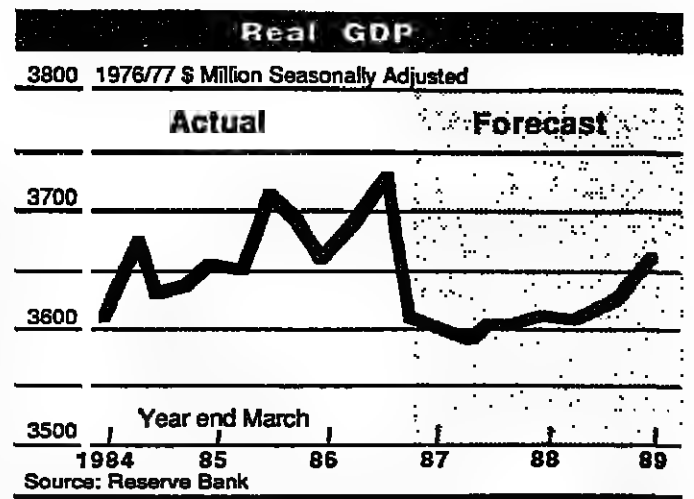
While some traditional Labour voters have willingly accepted the need for change, others feel the Government has betrayed its history of using egalitarian structures to protect the weak, whether they be individuals or industries.

Mr Douglas answers that only industries which can stand on their own feet can properly thrive and compete. Individuals in need can only be helped by the state if the economy is strong enough to ensure rising incomes and profitability to generate the necessary rising tax revenues to pay for the welfare state.

So the outlook is for very tight monetary conditions to press inflation out of the system, high interest rates declining very gradually, and a large number of official crossed fingers that investment will move out of speculative equities and into new technology and service industries.

Even if the Labour party were to lose the election, it is doubtful that an incoming National party would change direction significantly.

"We have changed attitudes for all time in New Zealand. There can be no going back," says Mr Douglas. Most commentators agree.



If the next Government pulls off the restructuring and recovery, it will have been the fastest and most radical liberalisation of any Western economy, leaving other notable examples such as Britain standing both in terms of speed, breadth and impact.

However, Mr Roger Kerr, one of the architects of the "New Zealand model," who has since moved, like many of his Treasury colleagues, to the liberated and lucrative private sector, sounds a note of caution. "It is going well, but it is important that the Government and country do not get too carried away. New Zealand still has the highest OECD tariff and 30 per cent of the financial sector is owned by the state. We have come a long way, but there is far, far to go."

And getting there involves clearing one hurdle, greater and trickier than inflation or debt, which all agree is critical, and most fear may be too much for a Labour party - even one as reconstructed as the present one - to get past the public and the trade unions: the labour market.

New Zealand looks nervously at Australia. Ultimately, the labour market proved too difficult for Mr Bob Hawke's Labour party to reform and the economic restructuring suffered badly as a result. The New Zealand administration knows that if you fall at the main hurdle you lose. What it does not know yet is how to get over it.

Robin Pauley

## Trade relations

## Enthusiasm grows for Pacific ties

NEW ZEALAND, the principal victim in trade terms of Britain's entry into the European Common Market, is now the leading enthusiast for a regional common market in the Pacific area.

The closer economic relations (CER) treaty with Australia comes up for review in 1988 and one of the ideas for discussion is whether to widen the liberalisation of trade by cutting tariffs and quotas for some other countries.

"Canada is one country we have thought about. The US is another, and we are watching the US free trade agreement with Israel closely," said Mr David Caygill, Minister of Trade. "We have a trade agreement with the Pacific forum nations although that is more an agreement which allows the island products into Australia and New Zealand rather than giving our goods unfettered entry to their markets which would probably not benefit their fragile economies."

"Asian countries would be another possibility although they still have economic barriers against each other so it is unlikely for now that they would enter free trade agreements with us," he added.

The CER and the countries mentioned by Mr Caygill show how far New Zealand has been forced to turn away from Europe in the search for markets. The country was once effectively Britain's South Pacific farm: in 1940 Britain alone took nearly 80 per cent of New Zealand's farm exports. In 1960 nearly half of New Zealand's total exports of all goods went to Britain. Today the figure is about 15 per cent, similar to the proportions taken by Japan, Australia and the US.

The CER has proved a great success for New Zealand and has enabled New Zealand and Australia, both of which were stiff with tariffs and internal trade protection systems on non-agricultural products, to free trade between each other as a prelude to moving towards freer and more openly competitive trade on a wider front.

The agreement began in 1983 when goods subject to tariffs not exceeding 5 per cent became free, and those with higher tariffs would have them phased out by January 1988, with a handful of exceptions like sugar and copper scrap. By 1995 all quantitative restrictions or tariff quotas will have been phased out.

Having dealt with goods, a key question next year will be whether to extend the CER to services such as air and sea transport, telecommunications, financial services, foreign investment, harmonisation of business law, standards, product labelling, and so on, towards full integration of the two countries' trading patterns.

Although Australia supports the agreement, it has less need to be as keen as New Zealand. Australia's most important trading partners are the US and Japan which take more than a third of Australia's exports and supply nearly half of imports. Although new Zealand remains Australia's most important market for manufactures, it is only the third most important overall export market and fifth most important export market.

The importance of the agreement to New Zealand is demonstrated by the fact that trade between the two countries in 1981 was 60-40 in Australia's favour. Now it is in balance. New Zealand's imports from Australia equalling exports.

However, CER is only one

part, albeit an increasingly important part, of New Zealand's trade picture.

The foreign exchange crisis of July 1984 resulted in an immediate 30 per cent devaluation of the New Zealand dollar, followed by a free float of the currency in 1985. This helped to boost external trade volumes helping to improve the current account balance, although the appreciating exchange rate in the second half of 1985 and a reduction in meat exports caused a freeing works strike produced a current account deficit for 1985-86 equal to 7.4 per cent of GDP, slightly up on the 7 per cent of the previous year.

Since then the balance has improved, mainly due to weakening import demand as the economy has entered recession. The improvement has been most dramatic over the last three months, with exports advancing sharply and imports declining.

Two leading New Zealand brokers, Roy Richwhite and Ruttle Wilson, now expect the current account deficit for the current financial year to be around 3.5 per cent of GDP during the last six months. The balance of merchandise trade has increased by NZ\$755 and during the past 12 months a NZ\$391m deficit has turned into a surplus of NZ\$1bn.

The fall in import volumes reflects the collapse of investment during the current recessionary phase and so is likely to be reversed again when the economy starts to improve.

A modest improvement in world farm commodity prices improved New Zealand's terms of trade by about 1 per cent and further improvements of just over 1 per cent in 1987-88 and just under 1 per cent in 1988-89 are forecast by the reserve bank.

New Zealand has made substantial headway in compensating for the loss of its UK market and for the disadvantage which the European Economic Community's common agricultural policy imposes on agricultural exports. Australia, Japan and the US have all replaced Britain as New Zealand's principal export destinations. France has fallen out of the top five in the past 10 years and has been replaced by Iran which now takes 3 per cent of New Zealand exports.

But Mr Mike Moore, the Overseas Trade Minister, has warned that unless trade barriers around the world - not just for agriculture - are dismantled soon everybody will suffer, but particularly the developing world.

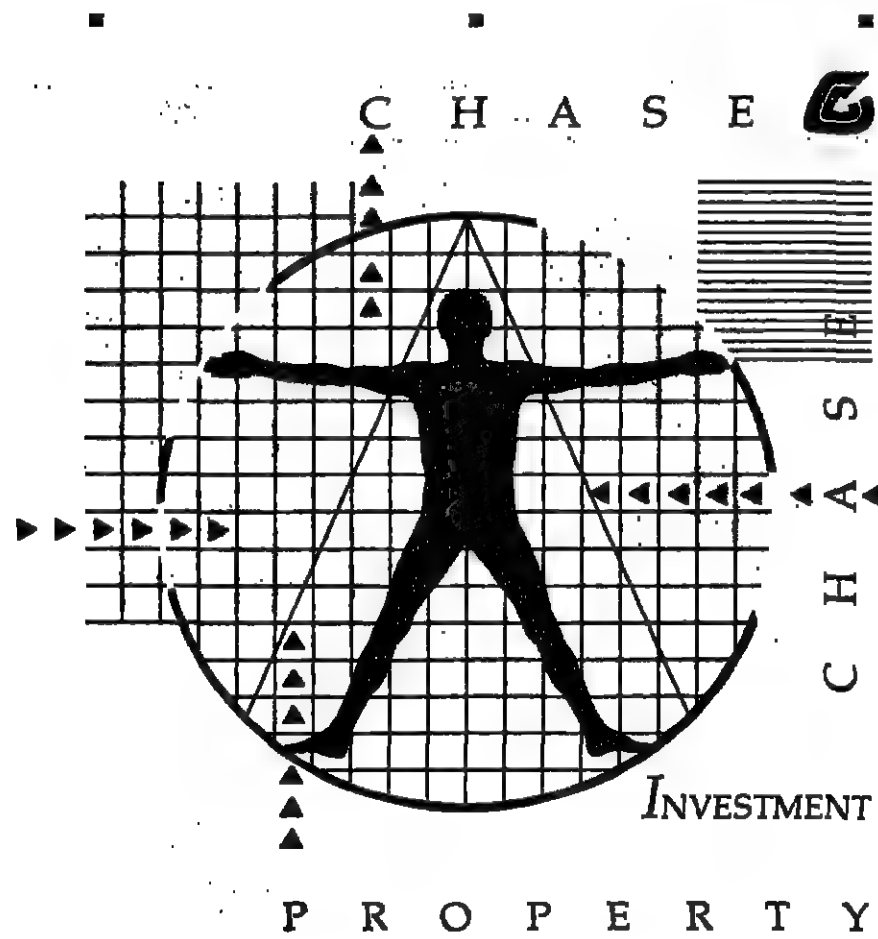
The key, he said, is the General Agreement on Tariffs and Trade (GATT) round which needed to include and then solve the problem of agricultural subsidies.

"If we do not get progress we'll start looking at other ways to get what we need to survive. We'll come up with our own arrangements to free trade and in pursuing our commercial interests, we'll be prepared to consider all-comers. Without a successful GATT round we could be forced to look towards eastwards," said Mr Moore recently.

During this year, he said, it would become clear whether the latest GATT round was going to succeed or not. Let's hope our generation doesn't need a world conflict or great depression to allow us to lift our vision beyond national and electoral boundaries," he said.

Robin Pauley

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## NEW ZEALAND 4

## Taxation

## Seeking broad-based and simplified system

NEW ZEALAND is reforming its taxation structures at a remarkable rate and would like to become known as one of the world's lowest and simplest tax regimes.

Since coming to office in 1984, the Labour Government has widened the tax base by more extensive indirect taxation, cut income tax, simplified and extended company tax, clamped down on evasion and avoidance and abolished a range of personal and corporate tax concessions and exemptions.

If the Government is re-elected there is much more to come over the next three years, all in the pursuit of tax purity. A full imputation system will be introduced next April and legislation against tax avoidance through tax havens will be extended.

If Aroor de Cleene, the Government's outspoken architect of tax reform, has his way there will also be a capital gains tax, a single rate income tax, perhaps incorporating a negative income tax system, and tax free threshold of earned income. But he concedes that he may be further ahead than his party and his bosses on such subjects.

"We are trying to make taxation fairer for everybody. We are not doing it piecemeal but in a radical and comprehensive way. Eventually, I would like New Zealand to have a single taxation rate for personal and corporate income. It would probably be around 30 per cent."

This is not particularly dramatic as the average rate of personal income tax is already somewhere around that mark but getting people to understand average rather than marginal rates of income tax is about as difficult as anything you can imagine," he says.

The groundwork has been laid, however, by aligning the top rate of income tax, the company tax and the fringe benefits tax at the same rate of 48 per cent.

Mr Roger Douglas, the Finance Minister, started his tax reforms with his first Budget in 1984. Tax exemptions and rebates were abolished on life insurance premiums, local property taxes and, most controversially, the NZ\$1,000 tax relief on mortgage interest for first time home buyers was abolished.

"That was the only mortgage concession we had. But it only gets capitalised and feeds straight through into house prices. We have knocked it out and we are not under any circumstances going to have it back," says de Cleene.

The Government opted to levy the 48 per cent tax on the value of fringe benefits on employers rather than employees to try to encourage them to pay cash wages rather than give cars and subsidised loans.

But the most radical reforms took place last October after two years of planning and preparation. The top rate of income tax was cut from 60 per cent to 48 per cent.

It starts to bite at NZ\$30,000 compared with NZ\$38,000 for the old top rate. The bottom rate of tax was cut from 30 per cent to 15 per cent. The three intermediate tax rates were abolished and replaced by a 30 per cent rate on all income between NZ\$3,500 and NZ\$30,000 a year. There is virtually no tax threshold and personal and family exemptions have been abolished to purify the system.

Mr Roger Douglas, Finance Minister, said recently that he hopes for further substantial cuts in income tax during the next three years.

The tax changes reduced the income tax burden by 20 per cent on average but the loss of exemptions and the introduction of new indirect taxes meant low income families fared worse than the well off. To protect the low income groups family benefits and minimum family income were raised by enough to compensate both for the changes and the fact that all benefits are taxable.

Without saying so, the Government has set off along the road towards full integration of taxation and benefits systems.

The Government used the higher benefits to deflect criticism that the other prong of its tax attack—the new Goods and Services Tax—was regressive in its impact. The flat rate 10 per cent indirect tax is one of the purest and broadest value added taxes of its kind in the world.

Traditional arguments for exemptions on items such as food, items of information and learning (books and newspapers), children's clothing were

all resisted in a display of deft political footwork. In New Zealand, only residential rents, second hand goods including houses and cars, exports, financial services and charity sales plus some business input costs are exempt.

Last month's budget statement shows the results. In the first six months of operation the GST revenue was NZ\$1.2bn and the estimate for the full 1987-88 financial year is NZ\$4.1bn, while the previous sales tax levied at different rates on items covering about a quarter of household expenditure produced only NZ\$1.5bn in 1985-86, the last full year of its existence.

Only by introducing such a sweeping indirect tax could the government make big cuts in direct tax and expand its revenue base. This is exactly what Mr Paul Keating, the Australian treasurer, wanted to do with his much vaunted consumption tax. But his plan had to be withdrawn in the face of widespread political, union and public objections, leaving the Australians unable to square the circle on tax cuts and revenue requirements.

Part of New Zealand's improved revenue base is due to the closing of the myriad tax loopholes. More is to come with a review later this year of the concessionary tax regimes applying to petroleum mining and, later, mineral mining.

"We are getting everybody into a fair tax system. The fact that revenues are proving higher than expected may indicate both that the loopholes are closing and that once the system is perceived as fair rather than penal people and business behave honestly and pay up their dues," said Mr de Cleene.

There is an argument often propounded by enthusiasts for the sort of economic approach favoured by the present government that business should not pay any taxes.

Mr de Cleene rejects the argument, particularly as personal income tax anyway shoulders such a high proportion of the taxation burden—90 per cent of direct taxation in 1984 and still about 80 per cent by next year.

"I know the argument. I think it is wrong. Business should pay tax and in fact I think they should also pay capital gains tax. But business tax must above all be rational," Mr



de Cleene adds. For that reason, double taxation of company income will end when a full imputation system is introduced next year.

Currently companies pay 48 per cent tax on their profits and then shareholders are taxed on their dividends at their personal tax rates which can also be as high as 48 per cent. Apart from the implied high level of taxation on profitability, the system acts as an incentive for people to invest in home mortgages or bank deposits, where tax is paid only once and tax free capital gains are possible. From next April, the full imputation system will make

shareholders profits in companies taxable only once.

The tax measures taken by the Government and those still to come are governed by a need to broaden the tax base and ensure minimum revenue leakage together with a belief in supply-side regeneration of the economy.

Mr de Cleene defends his approach vigorously. "This might look odd coming from a Labour government but it just shows the middle classes have arrived in this party and popular capitalism has finally reached New Zealand. There are 50 per cent more share-

holders than when we came to government and at least a quarter of the population now has shares. We must ensure there are equal opportunities and incentives for everyone to become well off."

"I am the only member of this government who went bare-foot as a child and I don't intend to do it again. I am a tax hater and when we've got this tax system all sorted out I may go off back to the bar to earn some real money—which I'll be able to keep," Mr de Cleene adds.

Robin Pauley

## Labour relations

## A difficult time for the unions

HOW DOES a self-confessed Communist leader of a country's trades union movement come to be acquiescing to one of the world's most radical experiments in free market economics?

"We are not at the table dealing the cards. We get invited in now and again to pick up a hand. But all we get are the cards that are put before us," says Mr Ken Douglas, general secretary of the New Zealand Federation of Labour—with more than a hint that he believes he will eventually not only be dealing the cards but also marking them.

Meanwhile the unions are concentrating on a strategy for survival, he says. The problem for the unions is that the introduction of free markets, the dismantling of labour and industry protection and the assault on collectivism is coming from a Labour Government which has been a part of the labour movement and not from the conservative National party which in its last period of power was one of the most interventionist and regulatory in the country's history.

Mr Douglas even has a word of praise for his namesake, Roger Douglas, the Finance Minister, who has masterminded the change. "He has been a breath of fresh air and has been able to capitalise on the awareness of the need for change in the country. But there isn't anything in it for us."

However, unions are not the only group dissatisfied with the Government's strategy on pay fixing and labour relations. Business organisations argue strongly that the Government has made too halfhearted an attempt to create a free and flexible market for labour. The results, they prophesy, will be at best inadequate and at worst a threat to the success of the entire economic strategy.

"Our outdated system which is incompatible with the new competitive environment is not remedied in any significant way in the current legislation. It is a substantial drag on improved efficiency and productivity, income growth and job creation. As such it presents a real threat to the political sustainability of a programme of economic

improvement," says Business Roundtable, an organisation of chief executives of leading New Zealand companies. These complaints are about the Labour Relations Act 1987. They focus principally on the Government's decision not to withdraw official intervention totally from the labour market but to modify it.

Business Roundtable summed up its objections to the Act thus: "It retains all the central features that are alien to most contemporary regimes (other than Australia): compulsory union membership; highly restrictive mechanisms for modifying craft-based union structures; imposed centralisation; predominantly award bargaining; and a major role for arbitration tribunals."

Critics of the act from the other side, however, argue that rights of Labour's traditional rights have been cut away. The new rule that every worker should be covered by only one award or agreement is a major change, eliminating leap-frogging between national, sector and individual company pay awards.

The Government hopes that most workers will now settle with their own employers, making pay more responsive to company conditions and national awards relevant to an increasingly small and so less powerful segment of the working population.

Employers argue that continuing national awards and centralised arbitration and conciliation, together with the inability of workers to opt not to join a union, leaves the market as rigid and inflexible as ever.

Union leaders counter that the new single-award rule will leave weak and poorly paid rural workers in an even worse position, with little hope of strike support from stronger groups which will have settled outside a national award in which they will no longer have any interest.

The new law also requires every union to have at least 1,000 members. This is an attempt to reduce the multitude of small craft unions and their scope for industrial action in

Continued on page 5

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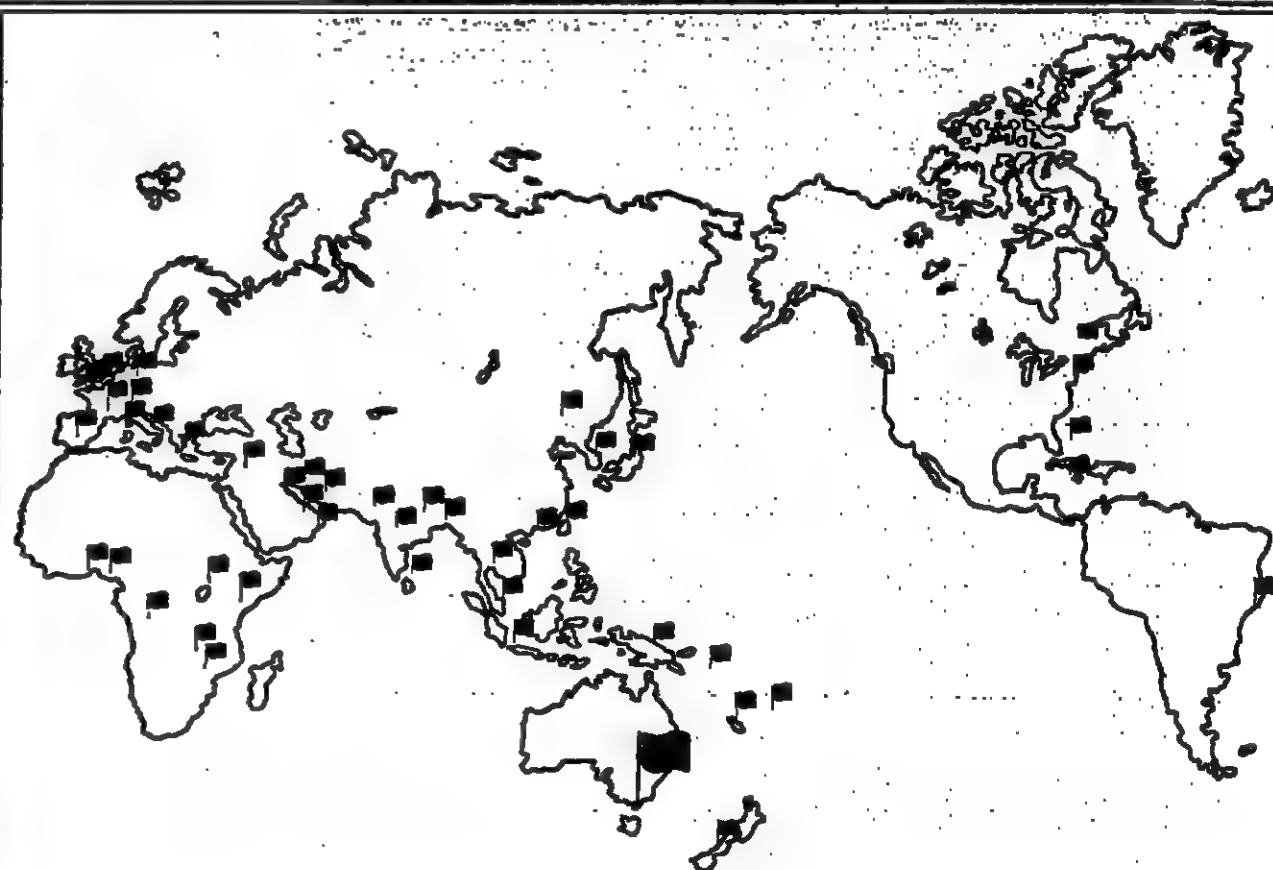
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## NEW ZEALAND 5

## Restructuring industry

## Rolling back the frontiers of the state

A PRINCIPLE objective of the Labour Government's economic reforms has been to roll back the frontiers of the state's involvement in industry and commerce. Deregulation of financial services and the removal of trade barriers, which had impeded private sector development and acted like a dead hand on private enterprise and efficiency, has been matched by a similar assault on the public sector.

For political and commercial reasons the government has decided not to float state enterprises on the stock market, as has been done in Britain.

To have done so would have created further strains with trade union leaders and traditional Labour supporters who have been rocked at the speed at which their party has moved to commercialise the management of state-owned industries.

Many of these industries, plagued by years of overmanning, inefficiency, waste and heavy accumulated losses, were in no shape to be sold to private investors, although many observers believe this will be the next step.

So far, the government has restricted its endeavours to three main areas.

• Converting the trading arms of government departments into nine new state-owned corporations which will be run on strict business lines and will be expected to make a profit.

• A "user pays" policy has been introduced under which government departments and the public will be expected to pay for services which have traditionally been provided free of charge—such as farm inspections.

• Existing state-owned corporations have been allowed to raise private capital by selling shares to private investors. The state-owned Bank of New Zealand recently raised around NZ\$175m through the sale of a 12.9 per cent stake to private investors. The pace of change has caused serious teething problems among some of the new commercially oriented state-owned enterprises.

Management structures and information systems and profit centres, non-existent under former state controls, have had to be rapidly introduced. Job-shedding has been carried out at a furious pace in areas like forestry and coal mining.

Crucially, the valuations, financing structures, and liabilities which will be imposed on the balance sheets of the new corporations had still to be agreed, in most cases, at end of June.

Negotiations with trade unions over union recognition and pay structures have also still to be resolved in some areas.

The nine new state-owned enterprises, or SOEs, were officially established on April 1, less than a year after Mr Roger Douglas, Finance Minister, announced the details of the biggest shake-up in the history of New Zealand's public services. The nine are:

• Airways Corporation: operating the national air traffic control centres and rescue and fire services at major airports.

• Coal Corporation: produces around 70 per cent of the country's coal from more than a dozen mines. As a result of commercialisation the corporation's overmanning has been



• Left: Mr Stan Roger, Labour Minister. The Government regards a shake-out of labour as inevitable if the economy is to be restructured.

• Right: Auckland Harbour and container terminal.

businesses paying a dividend to shareholders.

Following last month's budget they will be allowed to raise private capital by issuing up to 25 per cent of their equity in non-voting shares to private sector investors.

If government as the sole shareholder with voting rights wishes to impose political or social objectives on the new commercially run corporations it will have to pay for the services.

In the case of New Zealand Post government has agreed to pay a subsidy this year of between NZ\$20m and NZ\$30m to manager 600 rural and suburban post office branches which the corporation had wished to close or reduce to agency status.

The benefits of "corporatisation" are already beginning to show through, according to government.

Mr Roger Douglas in last month's budget announced that the Property Services Corporation had reduced its overheads by NZ\$1.5m in just the first few months of operation. It had also identified four prime central city sites with a market value of around NZ\$50m which were providing no return at all.

The Forestry Corporation which had inherited an annual deficit of around NZ\$70m expects to run a surplus of NZ\$20m this year, said Mr Douglas.

A clue to the government's possible future intentions came in the budget when Mr Douglas unveiled plans to sell some of the government's voting shares in previously established state enterprises such as the Development Finance Corporation, Air New Zealand and Petrocorp, the oil and gas corporation.

Mr Douglas said these corporations either face ample private sector competition or operate in high risk areas.

"These are now commercially viable businesses for which government ownership serves no special purpose," he said.

The government's stake in Petrocorp has already been reduced with the placement recently of 100m shares, or 15 per cent of the equity, with Brierley Investment.

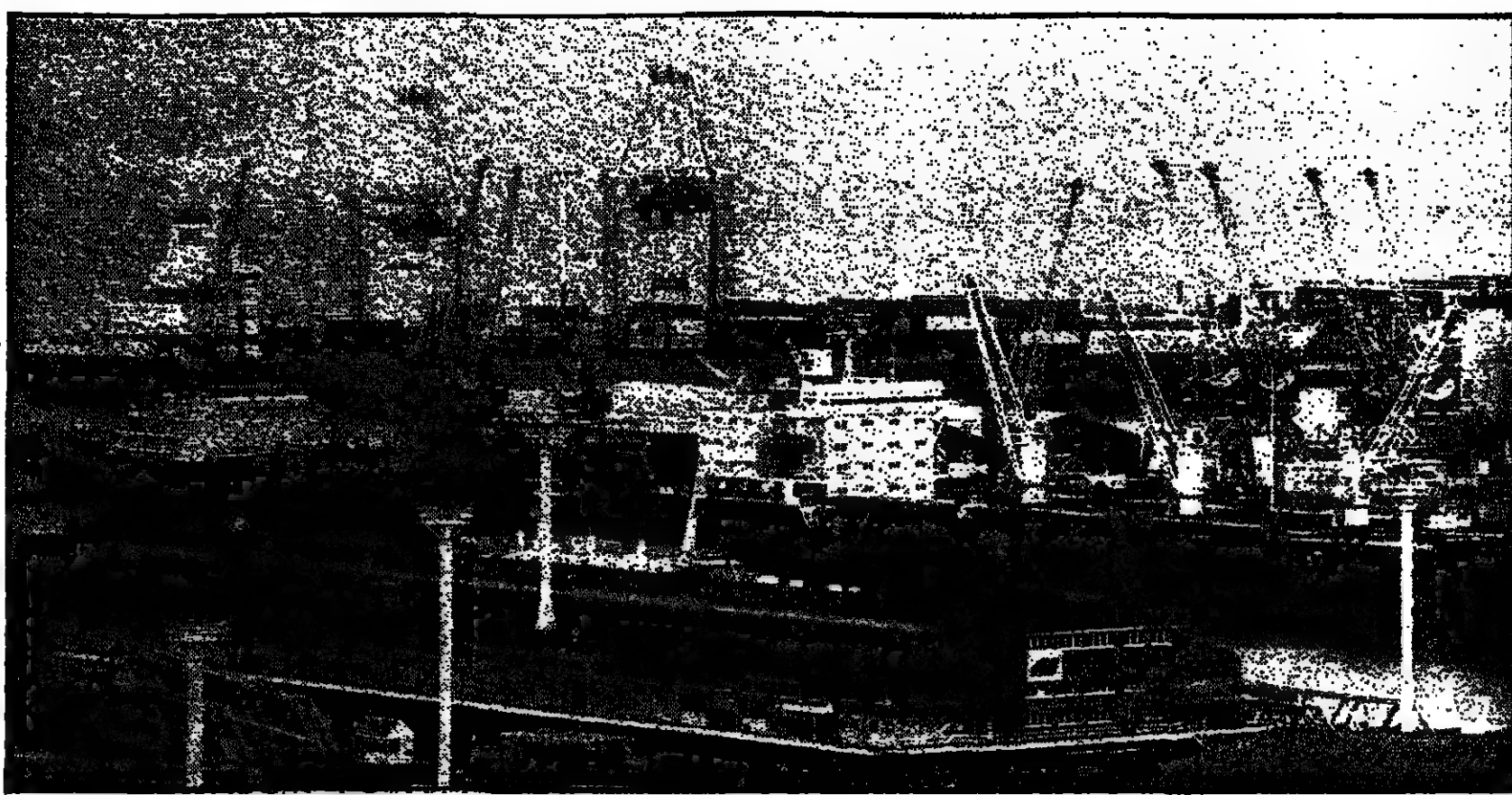
A further 15 per cent of the shares are to be offered to the public very shortly.

The plan now is to sell a further 150m shares next year which will reduce the government's stake in Petrocorp to around 40 per cent.

In the case of Air New Zealand, around 25 per cent of the shares are expected to be sold. At least 20 per cent of the Development Finance Corporation are likely to be sold.

Trade union leaders believe these share sales will be a prelude to government relinquishing its ownership of a host of other state-owned enterprises including some of the recently established SOEs.

Andrew Taylor



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## Row over labour issues

Continued from page 4

demonstration disputes out of proportion to their size. Union leaders say this is an oppression of union rights.

Mr Stan Roger, Labour Minister, agrees with the OECD assessment of the changes as "an inevitable compromise between conflicting interests, which will not fully satisfy either of the parties directly concerned."

The Government's aim is that labour relations should become more permissive and less prescriptive, with legislation playing a diminished role. It also wants to change attitudes so that both pay and worker behaviour reflect economic realities. In 1970, New Zealand had the least strike prone workforce in the OECD area. In 1985, it was one of the three worst.

The Government also wants a more decentralised and flexible pay fixing system for the state sector. Annual general pay agreements and automatic annual increments will be abolished, performance related incentives introduced, and market salaries offered where necessary to attract high quality employees to state sectors short of expertise.

Both unions and employers do agree that the restructuring of the economy will lead to higher unemployment, at least in the short term, and the Government admits that a freer labour market and real wage reductions would take time to bring the jobless level back down again.

Last month's budget figures contain an implied rise of 37 per cent in the cost of unemployment benefits during the 1987-88

financial year. This translates into a 22 per cent rise in the number of jobless which will take the number of registered unemployed soaring past the politically sensitive 100,000 mark.

This would give an unemployment rate of over 8 per cent, low by some international comparisons but unprecedented for New Zealand and nearly double the rate when Labour took office in a country which traditionally has expected and achieved full employment.

Within these figures are very high jobless rates in the rural sectors, among youth and, particularly, among the Maori population.

The Government regards such a severe shake out of labour as essential if the economy is to be restructured. To "encourage retraining for new industries and new skills, a range of job training and skill access" programmes have been set up and to encourage labour mobility. The Government will pay NZ\$1,000 to someone who wants to look in another region for work and NZ\$500 towards the cost of moving there if a job is found.

To Ken Douglas and the Federation of Labour "this is all Alice in Wonderland stuff." He argues that New Zealand workers have always been highly mobile and that in some senses the mobility needs to be stopped. "People continue to move from the rural areas and particularly from the sparsely populated South Island to the North Island, especially Auckland, where unemployment is low, living standards high and the weather warm."

"The South Island has always

had low wage rates. That hasn't kept industry there and it doesn't attract industry because other factors are more important—availability of commodities, transport costs. The Government is killing the South Island through its free market approach by not providing incentives and subsidies," says Mr Douglas.

Nevertheless the Federation of Labour is not mounting a campaign of disruption against the Government, particularly not shortly before an election. "We will go with it, partly we have no choice at the moment. But there is a limit. We shall part company with them if they fail to carry through their promises on social policy—to contain and reduce unemployment and improve conditions for the old, poor and sick."

Mr Douglas does not believe the Government can stick to its free market and labour policies, avoid social division and tension, and deliver its social commitments to its traditional supporters. Many business leaders doubt whether the country's economy can be restored to health unless a much more rigorous approach to freeing up the labour market is adopted, even if the pain and unemployment levels have to become much worse.

Both sides occasionally repeatedly use the same phrase, each meaning something entirely opposite: "The labour market is the Government's Achilles' heel." It will be a while before either side will be able to claim that the strategy is hobbling with a permanent and disabling limp to the left or to the right.

Robin Paulley



## NEW ZEALAND 6

## Banking

## Services expand in freewheeling new climate

THE PLUSH offices, the rows of terminals, the posh by financial institutions of experienced staff and the inflated salaries, say it all. New Zealand has joined the international banking community.

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Virtually all direct controls over the operations of financial institutions have been removed as the Lange government has introduced sweeping economic reforms.

As a result New Zealand has one of the least regulated financial service sectors of any western nation.

The number of New Zealand and foreign-owned financial institutions, and the range of services they provide, has grown dramatically as existing houses and new players have sought to take advantage of the new freedoms.

Nine financial institutions — including Banque Indosuez, Barclays, Wardley, which is owned by Hong Kong and Shanghai Bank, National Australia, Canadian Imperial Bank of Commerce and Citicorp — have applied to the New Zealand Reserve Bank to become authorised trading banks.

Previously the four trading banks were restricted to the state-owned Bank of New Zealand and ANZ Banking Group, 75 per cent owned by Australia and New Zealand Banking Group and National Bank of New Zealand, a wholly-owned subsidiary of Lloyds Bank and Westpac which operates as a branch of the Australian Bank. Many financial institutions are casting a wary glance across the Tasman Sea to Australia where deregulation of financial markets has led to a serious over supply of banking services and badly hit margins and profitability of banking institutions.

New Zealanders, while expecting margins to tighten further over the next 18 months, do not expect problems to be as serious here, as in Australia.

This partly because of the way in which the New Zealand government has opened up the market to foreign competition and partly to the natural caution of banks expanding in a small country with a limited number of corporations and a population of only 3m.

New Zealand, unlike Australia, has placed no time limit and no restrictions on the number of financial institutions which can apply for trading bank status.

Many banks believe that that time limit and restrictions on numbers imposed by the

Australian authorities forced banks to offer a greater range of services and apply for trading bank licences before they had fully studied the scope of market.

By comparison only two institutions of these currently applying to become trading banks in New Zealand have said they intend to go into retail banking. Most like Indosuez, which has grown rapidly since it established here in 1981, expect to continue to operate in the corporate banking market and will not be rushing to change the nature and style of their operation.

The pace of change brought about by deregulation has been breathtaking by any standards. Since July 1984 almost 50 years of interest rate and credit controls have been removed, exchange rate controls abolished and the New Zealand dollar floated.

Reserve asset ratios which required financial institutions to invest a certain proportion of their funds in government stocks have been abolished. In place of this regulatory framework the Reserve Bank has introduced a policy of prudential supervision with a minimum of formal controls.

Companies which previously had been restricted to raising finance from term loans, overdraft and a limited domestic commercial bills market have rushed to take advantage of the new freedoms.

The biggest impact has been felt in foreign exchange markets where the scrapping of government controls and the floating of the Kiwi dollar has opened the door to a wide range of sophisticated international financing devices commonplace in other countries.

Fay Richwhite a privately-owned New Zealand merchant bank, was involved in some of the first international securities issues to be made by New Zealand corporations on the Euro-bond market.

These have included an NZ\$40m issue for Brierley Investments, a NZ\$40m issue for the Rural Banking and Finance Corporation of New Zealand and two separate issues for New Zealand Forest Products for NZ\$30m and NZ\$37.5m.

More recently, says Fay Richwhite, international corporations like Prudential of the US, Bank of Nova Scotia, Olivetti and Fiat have been issuing Kiwi dollar denominated securities — using the leverage of high New Zealand interest rates to take advantage of the bond swap market and negotiate cheaper financing.

Opportunities for currency and interest rate swaps and currency hedging have been taken up by New Zealand companies as financial institutions have become more sophisticated and innovative in the products they offer.



Mr Roger Douglas, the New Zealand Finance Minister: the budget surplus has impressed the financial community

A foreign exchange dealer, three years ago, would typically have been employed by a trading bank, would probably have been a junior officer around 25 years old and earning around NZ\$20,000 a year.

Today an experienced foreign dealer with a top merchant bank, some of whom have been recruited from the more established foreign markets overseas, can now command up to NZ\$200,000 a year in salary and fringe benefits.

The removal of interest rate and other credit restrictions, similarly, has allowed short term money markets to develop as controls, such as the 30 day rule — which prevented banks from paying interest on trading deposits held for less than 30 days — have been swept away.

"It is rather as though the door of the sweetie shop had suddenly been flung open," says Bill Birnie, an executive director of Fay Richwhite.

"Corporations which had been unable to earn interest on short term deposits suddenly have had to develop treasury operations and become more sophisticated in their financial management."

A recent survey of New Zealand banking results during 1986, carried out by accountants Peat Marwick Mitchell, showed that merchant banks, which have been at the forefront of the development of capital markets, increased net profits on average by 53 per cent over the previous year. Total assets on average increased by 53.8 per cent.

By comparison operating profits, after tax, of retail banking activities rose on average by

12.4 per cent. The rapid growth in banking services has produced strains. The newness of the market has meant that experienced staff are in short supply. Poaching of staff is common-place among institutions.

Competition between banks has increased as operations have expanded and new players have come into the market. Mr Graeme Pentecost, a senior chief manager of Bank of New Zealand, the country's biggest trading bank, says he would expect margins in New Zealand to tighten further as competition increases and the rapid growth in domestic demand for corporate banking services slows to a more realistic level, as the market develops.

He also believes there may be mergers and takeovers as weaker financial institutions struggle to make their mark in the more competitive climate. Sir Frank Holmes chairman of South Pacific Merchant Finance, the 70 per cent owned merchant banking subsidiary of National Bank of New Zealand, also warned recently that trading conditions will become increasingly difficult for all financial institutions this year.

"Opportunities that were available in 1986 will become less frequent as the local market absorbs new international participants. Returns on average in the more competitive New Zealand financial markets are likely to be more in tune with the experience of international counterparts," says Sir Frank.

Andrew Taylor

## Deregulation

## Self-discipline the watchword

NEW ZEALAND has moved further, and faster, than most countries to remove formal controls over the activities of its financial institutions.

It has stripped away a host of regulations, commonly used by government to control the risk exposure and capital market activities of banks and financial institutions.

The New Zealand Reserve Bank, for example, no longer has the power to insist that institutions satisfy a range of arbitrarily imposed financial ratios.

The abolition of reserve asset ratios is perhaps the most revolutionary change to be introduced by the Labour Government. In their place the reserve bank has introduced a new policy of "prudential supervision," which will allow it to examine the structure and performance of each institution

individually, before setting appropriate standards.

The aim, it says, is to move away from a rigid system of formal controls to a more flexible, and less clumsy, procedure by which operations and risk exposure can be assessed separately. The bank will expect its advice to be heeded, but will intervene only as a last resort, if it considers an institution to be at serious risk.

Details of how the new system will operate were set out in a consultative paper published by the reserve bank last September. It stated: "The bank does not intend to apply statutory ratios or limits for the various prudential dimensions such as capital adequacy, liquidity or asset quality. Such an approach is seen as having too great a potential cost, it is of uncertain benefit and is inconsistent with the Government's broad policy

approach which emphasises that prudent management is the responsibility of each institution." "The bank recognises that every institution is different and will wish to hear the views of each on appropriate standards and exposure limits for its own operations," it added.

The supervisory role of the reserve bank has similarly changed from one of safeguarding the interests and reputation of the financial community as a whole. "We are here to protect the financial system, not to use taxpayers' money to provide individual depositor protection insurance," says Mr Kerry Morris, chief manager of the bank's financial institution's department.

The bank believes the change in emphasis away from depositor protection will impose new investor-led disciplines on financial institutions, as the influence of financial advisors and credit rating agencies assume greater importance in the deregulated market.

Under prudential supervision, authorised banks and financial institutions will be expected to provide a regular flow of detailed statistical information to the bank.

Separate monthly, quarterly and half yearly returns will have to be made, providing varying degrees of financial information including details of profit and loss risk exposure to individual countries and large corporate borrowers.

"The bank will then form views on the various prudential dimensions for each institution, having regard for the nature and extent of risks faced by the

institution and the inter-relationships between the various facets of financial condition and risk," says the consultative paper.

The bank will pay particular regard to capital adequacy, assessing individually, the nature and quality of assets, off-balance sheet risks, the amount and quality of profit, operating costs, liquidity and funding risks as well as the nature and adequacy of provision for losses.

"We will be interested in the ability of each institution to withstand a large shock or loss of confidence as well as apparent ability to manage and control any mismatch of maturities in the ordinary course of business. Considerable use will be made of the new standard monthly statistical return for this purpose."

A new quarterly return will be introduced for monitoring of credit risks associated with off-balance sheet activity. Bank auditors will also be expected to play an important role in reporting risk exposure to the reserve bank.

A tentative proposal has been adopted for discussions with institutions for an extended audit report which would be supplied to the bank with annual accounts.

This would contain "a statement of the effectiveness of compliance with operational control systems and on the reliability of statistical returns made to the reserve bank during the year." The bank is also giving consideration to requiring an audit of six monthly as well as annual accounts.

Andrew Taylor

## Calendar of deregulation

July 18, 1984

\* New Zealand dollar floated by 20 per cent.

\* Removal of controls on lending and deposit interest rate controls.

\* Ending of restrictions limiting interest on ordinary savings accounts to a maximum of 3 per cent.

December 21, 1984

\* Establishment of reserve Bank discount window for stock of more than six months to maturity.

\* Exchange controls relaxed.

January 23, 1985

\* Weekly Treasury Bills tendering commenced.

February 7, 1985

\* Compulsory ratios on financial institutions abolished.

March 4, 1985

\* Exchange rate floated.

August 30, 1984

\* Removal of 30 day rule preventing payment of interest on trading bank deposits of less than 30 days.

\* Ending of restrictions limiting interest on ordinary savings accounts to a maximum of 3 per cent.

December 21, 1984

\* Establishment of reserve Bank discount window for stock of more than six months to maturity.

\* Exchange controls relaxed.

January 23, 1985

\* Weekly Treasury Bills tendering commenced.

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\* Compulsory ratios on financial institutions abolished.

March 4, 1985

\* Exchange rate floated.

## The Stock Market

## Slithering index rejoins the pack

IF IT took popular will to keep a stock market up, New Zealand's would still be sky high. As it is, the market has fallen back to cloud level. There is plenty of unhappiness at the reversal, but a considerable relief at the absence of a crash.

The widely-watched Barclays share index, covering 40 leading stocks, reached its all-time high on November 10 last year of 2,400. It then came off the top, the index by the Christmas break was still 99 per cent above the level of 12 months earlier.

The story this year has been rather different. Having outperformed the world's major share markets in 1986, the New Zealand market has moved out of step with them — at, more accurately, rejoined the pack.

The index slithered sharply in the second half of January and continued to fall in February to the 3,050 level. After tracking sideways in March and April, the market's reverse was over-ruled. The 3,000 barrier was breached, and on May 18 the index again plunged, to 2,813.66 — by last month, still the year's low point.

Even the best market statistics convey an idea of the frenetic pace at which these events have unfolded. Market capitalisation of listed companies at the end of December 1986 was NZ\$24.4bn compared with NZ\$17.6bn at the end of 1985.

In the year to March, new issues of equities listed on the exchange amounted to NZ\$2.4bn compared with NZ\$792m in the previous year.

Fifty companies listed their ordinary shares for the first time, bringing the total to 273. By the end of 1986, few people doubted that a reverse was overdue. New Zealand's inflationary environment and lack of capital gains tax had encouraged widespread speculation. By any measure the market had become overpriced, while large amounts of cash were being demanded through new floats and other calls.

It was therefore highly vulnerable to a fall, if not a crash. Only a few price-earnings ratios high by New Zealand (if not world) standards. The earnings reported by "entrepreneurial" investment, the property companies, which dominated the market, were also clearly being boosted by favourable accounting techniques.

More controversially, the absence of a law making insider trading a criminal offence was felt to have reinforced the trend. The stock exchange and local brokers do not believe this to be a serious problem, but action on this and on the wider questions of creative accounting and takeover law is now being considered by the Securities Commission.

With the market's decline, many of the "entrepreneurial" companies have taken a pounding. So have most of the smaller speculative players in the market who were forced by margin calls from their bankers to unwind their over-gearings, a process which fuelled the fall.

On a longer-term perspective, the fall still looks like a minor correction. New Zealand's spectacular bull market dates back to 1978, with the most significant pause in the steep upturn occurring in 1982, when the market lost about 20 per cent.

But analysis of the 1987 reversal has become confusing. When the daily index recently slipped below both the 50-day and 200-

day moving averages, chartists began talking about new support points of 2,740 or even 2,400 on the Barclays Index. The question inevitably arose whether the market was experiencing a major correction or the onset of a genuine bear market.

The optimists pointed to the fundamentals, saying that while the outlook for economic growth was not good, for corporate earnings it was more positive. In particular, they said prospective price-earnings ratios had fallen to a selective level of 7.8 for major industrial companies and 5.9 for established entrepreneurial companies like Brierley Investment or Chase Corporation.

Over a period of some three weeks before and after last month's budget, the share market staged a minor rally, suggesting some sympathy for this viewpoint. Brokers explained that local investors seemed to have been over-bearish (as they had earlier been over-bullish) while offshore investors had found some bargains in selected internationally-oriented New Zealand stocks.

With attention by this time focusing on the looming general election, due before September and likely to be held in August, a crash before the polls was beginning to look increasingly

less likely. And a return to power for Labour was, if anything, expected to encourage the market.

The rise and fall of the past 12 months has, nevertheless, exposed some serious flaws in the operations of New Zealand's share market.

One of the most important is a scrip delivery problem, the result of exceptionally high trading volumes and shortages of experienced staff and adequate space both in brokers' offices and share registries.

At one point it was taking months for share transactions to be settled and registered, and for individual purchasers to take possession of their scrip. The delays made an over-the-counter market hopelessly inefficient.

When the Stock Exchange finally stepped in — most feel it should have done so far sooner — it simply enforced rules already in existence. As from April 1, it required share certificates to be delivered to the broker within ten days of a sale, with new penalties invoked after 30 days.

These meant that if a client failed to deliver promptly and the broker could not complete the transaction, the selling client was liable to be "bought in" at the client's own cost. Under the rules, the broker

would have to acquire the necessary scrip on-market, at a premium of 20 per cent on current market price on the first day rising to 50 per cent on the fourth day. The new rules have helped. But trading volumes are also lower now than they were last year, and this too has improved matters.

A second problem to emerge is related to this — the over-trading being run by New Zealand brokers. Only one broker, a small firm in Dunedin, has actually run into trouble. The Stock Exchange was able to "stand behind it" and its creditor bank put in an accounting firm to manage the business.

The Exchange has increased its fidelity fund and said it will encourage and enforce better financial ratios through its own inspection system. But there is still some doubt about under-capitalised brokers firms which are earning less in fees and commissions this year.

The Exchange's new Kismet computerised trading system is meanwhile designed to automate the work involved in buying and selling securities. It is not fully operational yet, but when it is it will allow screen-assisted and screen-based trading, and could ultimately support full scripless trading.

Chris Sharwell

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NZE 8773 Market



## NEW ZEALAND 7

The rise of the entrepreneur

## Strong individuals make a mark

A GLANCE at the ranking of New Zealand's top thirty companies by market capitalisation over the past few years highlights a trend which has captivated local investors' imagination—the emergence of the "entrepreneurial" company.

Typically, these companies are active in finance, investment and property. Invariably they are associated with one or perhaps two men. Most are a product of the deregulation of New Zealand's financial sector in a bull market. All have grown through acquisition and takeover.

The pioneer, and by far the greatest success, is Brierley Investments, the flagship of Mr Ron Brierley. He started back in the early 1960s and set the trend now being avidly followed by others.

The group listed in 1968 and reached number 15 on the list by 1980. But its most rapid progress has come in the 1980s. It reached the top four in 1982, and number one in 1985 and 1986.

Currently it is number two be-

hind the more conventional conglomerate Fletcher Challenge, which has enjoyed a re-rating by investors at a time when the share market as a whole has fallen from its November 1986 peak.

Indeed, some of the entrepreneurial companies are now hurting because of this fall. Although new ones continue to emerge, there are also signs of change in the overall pattern.

One recent example of this involved Rainbow Corporation, headed by Mr Craig Heatley and first listed in May 1984. At one point in 1986 its shares were on a price-earnings ratio of 110:1. It had also spread its wings abroad with a small stake in Ultramar, the UK oil concern.

An attempted merger with the successful local retailer Progressive Enterprises proved to be one step too far. Mr Brierley stepped in to stymie the move and Rainbow became part of the Brierley firmament.

Mr Brierley controversially doubled his interest in Woolworths of Australia.

Rainbow was a member of the second generation of en-

trepreneurial companies. The best-known of these are Chase Corporation, headed by Mr Colin Reynolds, Equicorp Holdings, led by Mr Allan Hawkins, and Judge Corporation, headed by Mr Bruce Judge.

Like Brierley Investments, all three have expanded their interests offshore, to Australia, South East Asia, Europe (typically, Britain) and the US. In none of these markets have their activities gone unnoticed.

Mr Brierley's interests in Australia are held through Industrial Equity, in South East Asia and the US through Industrial Equity Pacific and in the UK through Tozer Kemsley and Milbourn. Scarcely a day now passes without one or more of these companies being involved in a significant acquisition or takeover play.

In the case of Chase Corporation, best-known for its activities in property development, Mr Reynolds actually moved to Australia in order to carry the group's expansion abroad.

Listed in January 1983, it is now the highest ranking en-

trepreneurial company in New Zealand after Brierley Investments, although the recent fall in the market caused it to slip from third to ninth in the rankings by market capitalisation. Brokers are unhappy at the proportion of profit usually taken by unrealised develop-

ment margins, but this is expected to diminish. More than half of Chase's profits currently come from New Zealand, but this is likely to change with the investment in the merged Wingate/PHIT group in Britain.

Like Chase, Mr Hawkins' Equicorp has also slipped in the rankings. Involved in both financial services and industry, the group has most recently attracted attention abroad for its stake in Guinness Peat, the UK merchant bank, and its counter-bid against CSR for Monier, the Australian building products group.

Equicorp has previously sought to expand its industrial base in Australia through a bid for ACI and its involvement in the fight for control of BHP, the country's largest company. In both cases it withdrew. In New Zealand it has a 47 per cent stake in the industrial group Felter.

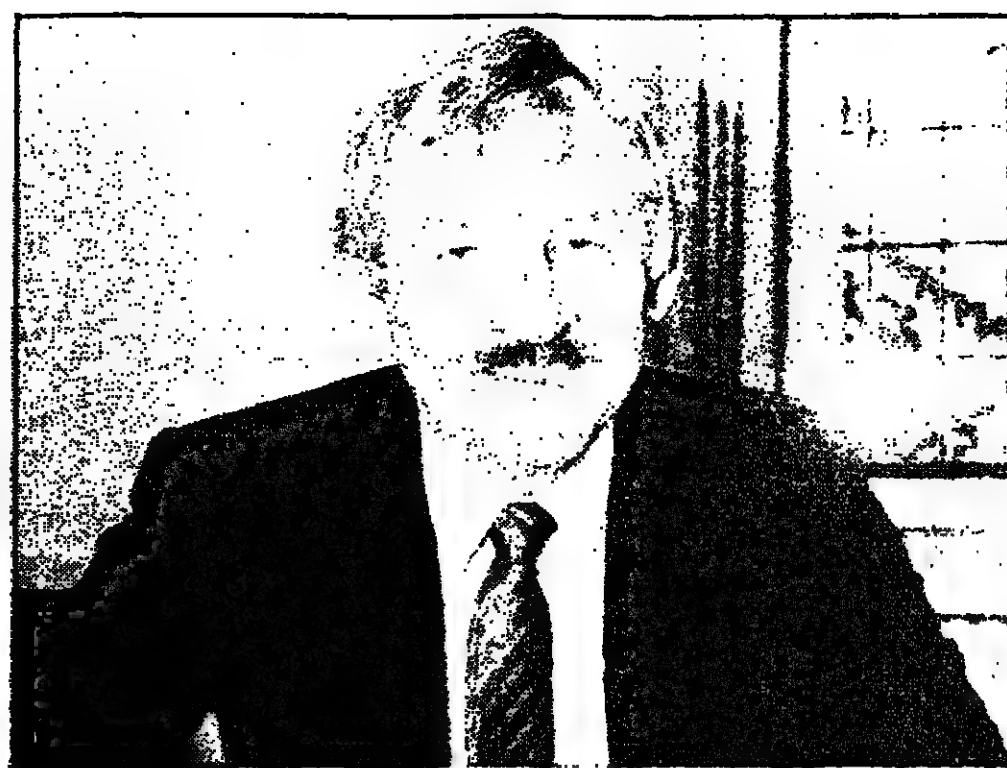
To speak to New Zealand brokers, the most difficult transactions to follow are those of Mr Bruce Judge. Over the past few months these have involved his own Judge Corporation in New Zealand, another three quoted New Zealand groups—Kupa, Renouf and Euronational—Ariadne, which is his Australian arm, and Impala Pacific, based in Hong Kong. Other names also pop up constantly in conversations on business deals involving New

Zealanders—Mr Bob Jones of property group Robert Jones Investments, Mr Russell Goward of Westmead, Mr Rod Petricic of Euronational, and Mr Michael Fay and Mr David Richwhite of bankers Fay, Richwhite.

As for a new generation of entrepreneurs, this is now making itself felt. Among the companies being mentioned are New Zealand Equities, headed by Mr Peter Francis and Mr Avon Carpenter, Wellesley Resources, headed by Mr Graeme Bringsans, Corporate Investments, headed by Mr Peter Massey, Unity Group and Pacer Pacific Corporation.

If there is anything that is worrying about this rapid emergence of wheeled and dealing businessmen, it is that investors and the authorities cannot keep up with their activities. Not for nothing is the Securities Commission now looking into takeover law, insider trading and standards of company reporting.

Likewise it is concerned by the scale and complexity of interlocking directorates and shareholdings in New Zealand's largest corporations, in which most public companies have another public company as a major shareholder. The instances of apparent conflicts of interest are multiplying. But New Zealand's business sector is not populated solely by



"entrepreneurs." Among the country's top companies are such well-established conventional corporations as Fletcher Challenge, Goodman Fielder, New Zealand Forest Products, NZI Corporation and Carter Holt Harvey. The entrepreneurs are mostly young, ambitious and self-assured. They know how to borrow on the debt and equity mar-

kets and how to handle equity risk. But most are also products of a long bull market and quick deregulation. They may lack the substance, originality and experience to survive a real shake-out in the New Zealand market. As recent months have indicated, that would be a real test.

Chris Sherwell

Face-setter: Mr Ron Brierley, who started his entrepreneurial work in the early 1960s and set the trend now being avidly followed by others. His flagship, Brierley Investments, is number two behind the conventional conglomerate, Fletcher Challenge, which has enjoyed a re-rating by investors.

## Futures

## Eager investors drive market on

OF ALL the optimistic noises to be heard regarding prospects for New Zealand's deregulated financial services sector, perhaps the most bullish are to be heard from the futures exchange in Auckland, now two-and-a-half years old.

Each month that passes seems to produce another record volume of contracts traded as more and more investors seek to hedge their exposure to risk. According to the exchange, the growth can and probably will continue.

"The potential for growth in the domestic scene is so large we don't see an end to it for some time," says Mr Lincoln Gould, the exchange's marketing manager.

"There are no peaks in sight. People—corporations, dealers—are becoming more and more educated in the use of futures. Exchange traded options will be next. And there is potential for international development."

In fact, volumes are still relatively small compared to the world's major futures exchanges, and even in comparison with neighbouring Sydney. But the growth rate is remarkable. In the past year the daily volume of contracts traded has passed through the 1,000 a day, 2,000 a day and 3,000 a day records.

The New Zealand exchange is also unusual for other reasons. In the first place trading is done not through the open outcry system used elsewhere, but through a network of computers. Secondly, there is no futures legislation to regulate trading. That is done by the exchange itself.

Currently, there are five contracts. The first, started in January 1985, was the New Zealand dollar-US dollar currency contract. Then came an interest rate contract based on prime commercial paper, later replaced by 90-day bank bills. By May of that year, the growth of the exchange had been repatriated from London, where it was previously traded.

The other contracts, which have proved even more popular, came later. The five-year New Zealand government stock contract, begun in February 1986, is the most heavily traded and most liquid contract. The Barclays share index futures contract was introduced in January 1987.

The evolution of the futures market coincides with the progressive deregulation of New Zealand's financial sector. The contracts reflect the critical importance assumed by interest rates and exchange rates in the new environment, and by the local stock market.

The share index contract covers 40 major stocks and is the most volatile of the five contracts. On some occasions, says Mr Gould, it has moved 80-100 points in half a day. When the index itself plunged on May 18, the value of physical shares traded was around NZ\$18m. On the futures contract, it was NZ\$90m.

The original intention was that the contract would be for an all-share index covering some 270 stocks. But stock exchange delays in formulating the index led to one based on the well-known Barclays index instead. An all-share index has since become available, and a contract based on this could be started if the market wanted it. To speak to those using the market, a prior need is for an alteration in the foreign currency contract. The contract represents the New Zealand dollar in terms of the US dollar instead of this hinders wider local understanding of the contract.

One futures broker adds that settlement dates for the contract should also be made identical with those on Chicago's International Monetary Market, so that cross-rates trades can be done.

But the real area for growth, he says, is in the bank bill contract. Interest rates have been highly volatile in New Zealand under the Government's monetary policy, and most people are exposed to interest rate risk in one form or another. An expansion of futures trading, he says, depends only on greater public education and understanding.

According to the exchange, there is increased interest abroad in the New Zealand futures market, especially from the US and Japan. Before US firms can become involved, however, they need a waiver from the US Commodity Futures Trading Commission to allow them to trade in foreign government bonds and stock index contracts on a foreign exchange.

As for Japan, some encouragement is drawn from Tokyo's decision to lift rules preventing Japanese institutions trading on foreign futures exchanges. Inquiries from Japanese institutions are said to be coming in daily.

The exchange is not talking yet of introducing international contracts as Singapore and Sydney have done—partly because others are already trying it, but also because those efforts have yet to bear bounteous fruit. Yet there is outside interest in New Zealand futures.

One attraction is the computer trading system. New Zealand brokers can instantly see all orders executed and all deals recorded. Brokers elsewhere can telephone their order through a New Zealand broker and see it executed on the screen. Clearing—done through the ICCB—poses no problem.

The system is not perfect. If a broker wants to marry two sides of a deal in house, it is difficult. Those used to the certainties of an open outcry system express minor irritation at the wait—perhaps only fractions of a second—to see a deal executed on the screen.

Understandably, the law-conscious Americans also have trouble with the lack of futures legislation. But the New Zealand view is simple: a government can not legislate to protect everyone, and any policing role is best done by the exchange itself.

Unsurprisingly, New Zealand has begun to experience the problems suffered by other countries—Singapore before it set up Simex, more recently Sydney—where fringe traders set up firms, advertise extravagantly, and exploit the gullible and greedy.

The New Zealand exchange receives information from its counterparts abroad on such operators. With the help of the local media, it has encouraged participants in futures trading to deal through trading or affiliate members of the exchange, who can be held accountable and depend on their reputation for survival.

At least one firm has already been forced to shut and three others have had their operations restricted after "bucketing" and "churning" orders at the expense of their clients.

"We feel we're on top of this," says Mr Gould. "We get several calls a day from the public checking out the credentials of individual firms, and we check on the firms ourselves. Remember, this is a small country."

Not all the news is good, however. Last November bankers emerged from a meeting with officials at the Reserve Bank in Wellington convinced that interest rates would rise instead of fall, quite against most expectations at the time.

They promptly ordered government bond futures transactions which saw rates rise—to the fury of those not present at the meeting, whose firms lost heavily. It was a classic example of the importance of information in a deregulated market.

Chris Sherwell



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## NEW ZEALAND 8



Mount Egmont, viewed from across the beautiful Lake Mangamahoe

## Tourism development

## The blessing and curse of geography

IT TAKES about two and a half hours to drive the 1963 six cylinder Chrysler Valiant from Auckland to Matarangi beach, a 6-mile strip of golden sand on the Coromandel Peninsula on New Zealand's east coast.

Our destination had been a cluster of holiday homes at the southern end of the beach. The development is still expanding but by European standards appears semi-deserted.

The nearest shop, selling everything from fresh milk to petrol, is at Kuaotunu, a four-mile drive away over a dirt-track road, known as Black Jack Road.

From the picture window that covers virtually one wall of our batch—as they call them here—we can watch the Pacific rollers crashing down about 40 yards away onto the level sand.

Behind the house the coast rises up, the steep slopes densely covered in bush and scrub broken by bare volcanic plugs at the summit.

New Zealanders will tell you how the Coromandel peninsula was decimated by the loggers and the gold miners who wrenched out the land's riches last century.

But the scars have healed as new vegetation has sprung up in

a frost-free climate in which everything seems to grow at breakneck speed. To our eyes the land looks wild and unspoilt.

If you love the great outdoors, New Zealand is a magnificent place in which to holiday. I married one of the country's daughters and have been to New Zealand three times in the last seven years—as many times as my FI salary will stretch to meeting the high cost of the air fares.

I have been sailing in the warm crystal clear Pacific waters in the Bay of Islands; visited the sulphurous volcanic springs at Rotorua; helped with foot rotting (a foot manicure for sheep) on a small sheep station in the Hawkes Bay area; and climbed the foothills of the southern Alps around Queenstown on South Island—where some of the best skiing is to be had in winter.

Only the cost of flying has prevented more visits. It added up to almost £2,500 to fly my wife and myself, our 3½ year old son and six months old daughter from London to Auckland in January 1986.

New Zealand's blessing and its curse is its geography. It is wonderfully warm, benign sum-

mer weather, a rich and varied topography, and a small, generous-hearted population.

It is also miles away from anywhere, situated on the backside of the world, over 1,000 miles from Australia, its nearest tourist market—roughly the same distance as between London and Moscow.

To fly from Los Angeles to Auckland takes around 19 hours and from northern Europe just over 30 hours, stopping only to refuel and change air crews. Being coupled up in a 747 with the more manic members of the family for such a long time can be pretty unbearable, even setting aside the cost of the flying. Marriages have foundered on less.

Hence, New Zealand, despite its many attractions and the improvements the country is making to develop international quality hotels and promote and advertise its wares around the world is unlikely ever to become a mass tourist market.

Tourism is new New Zealand's fourth biggest earner of foreign exchange behind meat, dairy and manufacturing.

Since 1982 the number of visitors arriving annually in New Zealand has risen by more than 60 per cent. Last year more than

700,000 visitors visited the country and by 1990 this number is expected to have reached 1m.

Until 10 years ago Australian visitors dominated the industry providing between 55 and 60 per cent of all arrivals in New Zealand. But the proportion has fallen steadily in recent years as visitors from other destinations have increased steadily—notably from North America and more recently from Japan and other Far East countries, like Singapore and Taiwan.

In the year ending March 31, 1987, the proportion from Australia was down to around 35 per cent of all visitors to New Zealand.

In the holiday market, it has just been outstripped by the US which last year provided 28.3 per cent of all holiday arrivals compared with 28 per cent from Australia.

Mr Les Probert, marketing manager of Thomas Cook's New Zealand operations, one of the largest international tour operators in New Zealand, says that international press coverage of events such as the nuclear defence issue and the sinking of the Rainbow Warrior have made people more aware of the existence of New Zealand.

"Many Americans who were turned off travelling to Europe several years ago because of the threat of terrorism have turned to New Zealand as an alternative, more peaceful less threatening, holiday location," he says.

Australia and the US may be New Zealand's biggest tourist markets but the Far East represents the fastest growing sector. Most hotels and many shops in Auckland, Wellington, Queens-

town, Rotorua and the Bay of Islands carry signs in Japanese.

Japan is New Zealand's third biggest source of tourists. Last year it accounted for 12.7 per cent of all holiday arrivals—an increase of 27.5 per cent over the previous 12 months. But the biggest increase in holiday arrivals was supplied by Singapore which produced an 81 per cent increase in its number of visitors last year. Singapore accounts for around 2 per cent of all holiday visitors to New Zealand.

Hong Kong and Taiwan are also supplying an increasing number of tourists. The state-funded New Zealand tourist authority is planning a major marketing exercise in Hong Kong and Taiwan to promote the country's varied tourist attractions and increasing quality of its resorts and hotels.

Top international quality hotels are still relatively thin on the ground but the level of investment has risen over the past decade as the scale of the tourist industry has expanded.

Far Eastern money has been behind some of the more recent investments in international quality hotels. The 330-room NZ\$90m Regent Hotel completed in Auckland in 1983, for example was financed by Eastern Prime Line, a Hong Kong company.

Tokyo International of Japan is currently building a Pan Pacific hotel in Auckland for about NZ\$80m. Japanese investors have major shareholdings in the NZ\$60m Parkroyal Hotel, under construction in Christchurch in the South Island.

Andrew Taylor

## Property market

## Freer climate triggers office construction boom

HIGH ABOVE the shiny new office towers, the great cranes continue to lift and strain as yet more concrete and glass starts to heave out of the ground to threaten the airspace of neighbouring buildings.

New Zealand's two premier cities of Wellington and Auckland are experiencing an unprecedented construction boom as land values and office rents have spiralled in the new free wheeling commercial climate of this country.

Private businesses, which for years were impeded by government controls and restrictions, have suddenly been freed to flourish as financial markets have been deregulated and other controls have been swept away by the Labour government.

The commercial property market, like many other areas of industry and commerce in New Zealand, has been transformed in the last three years.

The increase in new development has been staggering. Around 1m sq ft of new office space is expected to come on to the market in Auckland alone this year compared with an average of only 250,000 sq ft a year between 1973 and 1983.

A host of new property companies, such as Mainstay and General Properties, have been started, while traditional developers like Mainstay and Chasman have dramatically expanded their commercial property operations and in some cases floated new companies on the stock exchange.

New players like Rainbow Corporation, the investment and leisure group, and Enpe the oil exploration group, have also come into the market to get on the back of the office development boom.

Small fortunes have been made by commercial property developers, investors, entrepreneurs and almost anybody associated with the building industry.

Now questions are beginning to be asked about whether the pace of development will be matched by corresponding growth in tenant demand as New Zealand enters the 1990s.

Property share prices have dropped sharply since November 1986.

Despite these reservations, there is no sign of development activity slackening. Office lettings remain very strong and developers are experiencing no problems in finding tenants to fill their buildings.

Demand for top quality premises has rocketed, as banks and financial services companies, in particular, have rushed to take advantage of their new-found freedom.

Employers, concerned with corporate image—and the need for quality accommodation to keep scarce skilled financial staff happy—have upgraded their space requirements and are demanding bigger and better offices as business activity has increased.

Developers have been unable to keep pace with demand and rents have risen dramatically. In the central business districts of Auckland and Wellington prime office rents between 1983 and 1986 jumped from NZ\$140 a square metre to NZ\$280 a square metre.

Retail and industrial property, by comparison, with the office sector, have been less exciting and more fragmented markets—although good growth has been achieved in some areas.

In Auckland industrial and fringe commercial properties have, for example, seen exceptionally strong growth in suburbs like Takapuna and Manukau.

The Christchurch office market on the South Island has also seen an increase in development activity and property values, but on a smaller scale than that in Auckland and Wellington, where the country's wealth and political power is concentrated.

Some analysts, however, are beginning to worry whether the Auckland and Wellington office markets are in danger of becoming overheated and whether the bubble is about to burst.

By 1988 a string of new office developments, under construction or planned, should have been completed in Auckland and Wellington. Many observers believe this could be a key year for the rental market.

Rental trends, traditionally, run two years ahead of the building cycle. Rents are not determined by buildings opening now, for which deals were struck some time ago. Developments which set market rents are those due to be completed several years ahead for which agreements with tenants have still to be reached.

In Auckland and Wellington much of the office space now under construction, or planned for completion by 1988, is fully let.

Worries about a softening of property values and the possibility of too many buildings chasing too few tenants centre on the next generation of office buildings with a series of major developments, providing further large chunks of space, due to be completed into the 1990s.

It was the fear that by the end of the decade office supply will be running ahead of demand that in part prompted the recent shake-out in property share prices.

Buttle Wilson, the New Zealand stockbroker and investment bank, says that by the end of last month the Barclays index, recording share price movements of New Zealand's 50 largest companies, had fallen by around 23 per cent since November.

By comparison, the drop in the price of property company related shares has been much steeper.

Chase Corporation shares, for example, have fallen by about 60 per cent since November. Rainbow Properties shares have fallen by about 80 per cent, Mainstay and Wellstey by about 50 per cent and Landmark

by about 65 per cent, says Buttle Wilson.

The brokers agree that current figures demand point to an excess of office accommodation by the end of the decade in both Wellington and Auckland.

"The difficulty is in assessing likely demand from the private sector, particularly from the finance sector, which has exploded as a result of the economic reforms introduced by the Labour government," says Mr Douglas Paul, senior investment analyst with Buttle Wilson.

"If growth is faster than expected then a lot of the space currently planned will be taken up."

Financial institutions, which have been at the forefront of the increased demand for office accommodation, however, expect a more difficult trading period over the next two years.

A large number of new players, both domestic and foreign, have entered the market while existing financial institutions have expanded their operations to take advantage of the new commercial freedoms.

Competition

Merchant bankers like Fay Richwhite and Indosuez New Zealand expect competition to increase and margins become narrower during the next two years as opportunities for further expansion become more restricted.

Commercial property agents in New Zealand, like Harcourt Corporation, one of the largest, believe the high quality prestige, international style, office buildings will continue to be in strong demand from the private sector and will be insulated from the effects of any softening of property values.

Older and lower quality buildings on the fringe of central business districts, however, may become more difficult to let as even more concrete and glass towers come onto the market.

Mr William Leckie, a Wellington-based executive of Harcourt, says, "It is inevitable that buildings will be graded from the new international quality downwards. Those that operate in prime locations at top quality are unlikely to be as vulnerable when the chill winds blow."

"What will remain unchanged is the fact that New Zealand has come of age in the property world."

Andrew Taylor

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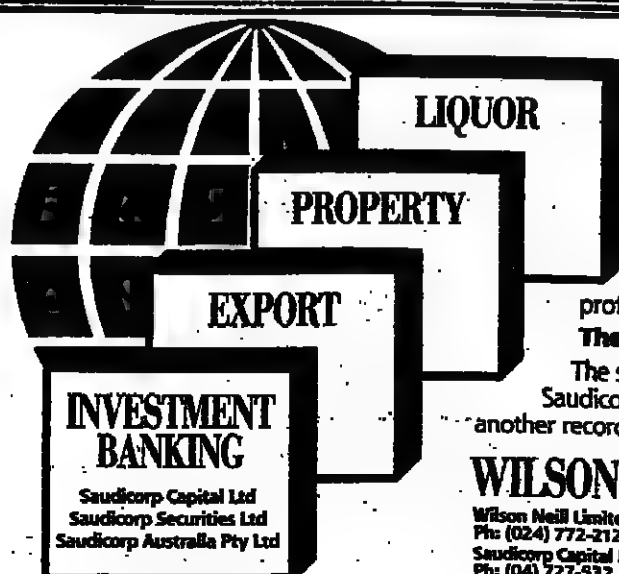
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Thousands of farmers may be  
forced off the land  
by bankruptcy

## Grim battle for survival down on the farm

DICK JOHNSON'S working day starts at 5.30 am when he sends his dogs out to round up the 120 cows he milks on his 200-acre dairy farm in the north of New Zealand.

At 8.30 am when his wife Pat has seen their three children off to school she goes out to the milking shed to help her husband clean up. Dick then moves to the panel beating workshop he has set up on his farm. He spends the day panel beating and repairing cars brought to him by neighbours and people who have heard of his second occupation.

In the late afternoon Pat moves into the milking shed to do the evening milking on her own, so Dick can concentrate on the panel beating work. Around 8 pm at night they finish their evening meal and have a brief hour of shared family life.

He does not want to own a car repair shop. His wife has no desire to milk 120 cows every day without help. They do it because they are determined to retain their farm but without the \$NZ 20,000 Dick, who is now aged 28, earned last year from the panel beating work they would be bankrupt. This was more than they cleared from dairying operations.

Yet Dick Johnson is a good farmer. He is just one of 6,000 NZ farmers caught in a web of debt and economic stress caused by soaring interest rates and high inflation. Farm costs have kept well ahead of any increases in price received for their milk fat.

The biggest problem for NZ farmers, however, is the amount of their indebtedness and the crippling interest bill which has to be paid each quarter.

Because of their determination to survive and willingness to work well beyond the ordinary daily span the Johnsons will probably manage to keep the creditors at bay and hold on to their farm.

Even their sheer hard work, however, will be in vain unless interest rates fall, there is an improvement in world dairy prices and Dick Johnson can, in a few years afford to buy more land and increase the size of his dairy herd.

Today even 120 cows is not a viable unit for a one-man New Zealand dairy farmer, operating alone with help only from his wife, according to New Zealand Federated Farmers, which speaks for the majority of New Zealand's 55,000 full-time farmers.

Last year Prime Minister David Lange suggested that up to 8,000 farmers might be forced off their land because of the reconstruction aimed at making New Zealand farming more efficient and more viable.

Mr Lange's figure now appears overly pessimistic but there is no question that thousands of farmers are fighting for survival.

Six thousand are in arrears with their interest and capital repayments to the Rural Bank. More than 1,000 of these appear headed for bankruptcy and forced mortgage sales despite efforts by the bank and the Government to restructure their debt spreading repayments over a longer period.

Farmers must now produce to meet the demands of the market not, as they did in the previous environment with its production subsidies, boost production for the sake of production itself, irrespective of whether the dairy products or the meat could be sold at a profit.

Spurred by official Government policy and fuelled by production subsidies farmers were encouraged to borrow heavily to buy more land or try to make unproductive land suitable for farming.

The thousands who went heavily into debt but who could then cope because of the Government incentive payments have now been caught by the soaring interest rates of between 20-30 per cent on loans and mortgages and the removal of subsidies.

The Labour Government has swept away all subsidies and incentives. Federated Farmers



Plenty of protests: thousands of farmers who went into debt but who could at one time cope because of Government incentive payments have now been caught by soaring interest rates

point to an OECD report, which says the NZ farmer is now the world's leader in viable farming, without Government aid or subsidies.

Never has there been such a gap between different sectors of NZ farmers. The older, longer established farmers who avoided heavy borrowing and who can cope with their debt and interest payments have had a reasonably good year—especially in comparison with the previous few seasons.

The weather has been good and prices for some commodities such as wool have been better than expected. Those who were able to hold their lamb back from market to gain extra weight before sending them to the processing works, benefited from better prices.

On the other hand younger farmers, with a low equity and big debts on their property who desperately needed a cash flow and who have had to sell their lamb as soon as they could, did not do so well.

Inflation has stubbornly stayed high—it is still around 18 per cent while world prices for many agricultural products, especially in the dairy industry, have been held down by EC farm policies and dumping of cheap products.

NZ farmers are unanimous that EC farm policies are grossly unfair—not only to farmers in other countries who suffer from weak prices but also to its own farmers who miss out on the benefits which would come from a reduction in EC export subsidies.

Inflation has caused a vicious circle for NZ farmers. Because costs are high and incomes are down, farmers have cut back severely on fertiliser and other farm inputs.

This in turn means lower production. Some of the 15 per cent cut back in dairy production this year was because less fertiliser was spread on NZ pasture. Lower production means even lower gross incomes.

The value of the NZ dollar has stayed stubbornly high. Last year farmers were putting extreme pressure on the Government to reduce the exchange rate so farm gate prices would increase. This the Government has steadfastly refused to do.

Farmers are now not so obsessed with the need to bring down the value of the dollar, although they would welcome some easing of the exchange rate against the US dollar.

Today farmers are much more concerned at the continuing high interest rates, high land values, high inflation and the prices farmers must pay for items needed to run their farms efficiently.

For many NZ farmers, however, it has indeed been a hard summer in a fierce economic climate. Without some rapid improvement it will become a harsh economic winter in which many will not survive.

Dail Hayward

JUST TWO years ago a stud angora buck goat sold for NZ\$140,000 at a New Zealand auction sale to a buyers anxious to join the booming new goat farming industry.

Today top-quality breeding goats can be bought for around NZ\$10,000.

This reflects both the explosion in the domesticated goat population and the change from a speculative to a production value for farm goats.

In 1964-65 there were 230,000 goats on New Zealand farms. In 1986-87 there were 646,000, and by the end of the current 1987-88 year there will be 900,000.

The rapid change in the status of goats from being a wild, noxious animal, officially classed as a destructive pest hunted and shot on sight, to a valuable productive animal has been caused by the transformation of New Zealand farming.

Not so many years ago, New Zealand's major farming industries were based on sheep and cattle grazing for meat, wool, dairy products and beef. Now start farm economics, which forced an agricultural upheaval, has induced New Zealand farmers virtually to have a go at anything which promises to be profitable.

Goats are only one of several alternatives—along with deer—the most common of the new animal husbandry developments. There are now well over 3,000 goat farmers—many of them combining goats with their older established sheep farms.

New Zealand had—and still has—a large wild goat population. Early goat farmers were based on feral goats trapped or captured with tranquilliser

darts often fired from helicopters.

These were mated with angora and cashmere goats to build up and develop higher quality flocks.

Early comers to the industry bred goats to sell as breeding stock. Their sale value was many times higher than their economic value as productive farm animals.

Even in the early days, however, farm economists warned that, as larger flocks became established, prices would fall, and goat farming would have to be viable as a fibre and meat-producing industry.

This position has now been reached with angora goats selling for about 20 per cent of the peak prices realised in 1985. The industry is still fibre-orientated because farm goats generally are still too expensive to slaughter for meat.

Shearing techniques based on New Zealand's skilled sheep-shearing methods—although using hand clippers—have been devised.

In mid-March a producer group goat-fibre marketing company signed a contract which would be worth NZ\$10m to supply cashmere fibre to a British importer for the next three years.

At today's prices a well-bred animal can produce up to NZ\$30

### Farm diversification

## Seeking profit from the exotic

of cashmere a year. Cashmere production increased from 15 tonnes in 1984-85 to 50 tonnes this year. Production next year is estimated at 80 tonnes.

Production of mohair, the coarser fibre, has grown from 100 tonnes in 1984-85 to 260 tonnes this year, and will reach 380 tonnes next year.

The new "cashgora" fibre, a cross between the other two types of goat fibre, has attracted widespread interest. Production this year will be about 50 tonnes.

With the declining prices for breeding stock in New Zealand, two New Zealand angora goat farmers have successfully exported their stud animals to Britain.

In late January, New Zealand farmer Mr Mort Webber almost doubled the number of registered pure bred angora bucks in Britain, when he held a sale of 48 young New Zealand-bred kids.

His top price was 7,500 guineas with the average just over 2,000 guineas. In April another New Zealand breeder sold a shipment of 18-month-old does and bucks at prices ranging from 2,700 guineas to 3,100 guineas.

Deer is another animal, which, like goats, were once regarded as a pest and such a serious threat to New Zealand's forest lands, that the Govern-

ment employed professional hunters, paying them a weekly wage and a bonus, to shoot them.

Then, 15 years ago, with the development of a venison market in Europe came the era of widespread hunting from helicopters. The airborne hunters also recovered the shot animals from the steep mountain peaks by helicopter.

The standard method was to suspend three or four slaughtered deer beneath the helicopter for transport to the processing and packing house.

From this developed deer farms with the nucleus of the herds being captured does or young deer.

The industry is now controlled with licensed packing-houses, strict hygiene regulations, and a statutory authority—the Game Industry Board—set up to monitor venison exports.

Venison production this year will be 4,300 tonnes—with half going to West Germany, New Zealand's biggest market. The US, South Korea, Hong Kong and Japan are growing markets. Exports last year were worth NZ\$31m.

Sales were hit badly by the Chernobyl nuclear disaster because the German public stopped eating venison.

New Zealand has now started a campaign to identify New Zea-

land venison to the consumer, stressing that it comes from a clean, unpolluted country with a high reputation for quality food.

Deer are also farmed for their velvet—the young antlers which are in big demand in the east for medicinal and aphrodisiac products.

The export price for good quality velvet this year is NZ\$120 a kilo, making deer velvet exports worth more than NZ\$31m. The national deer herd will increase by 25 per cent this year.

A third animal, long regarded as a pest and which brought economic ruin to some hill country farms in the 1880s and 1940s, the rabbit, is another now being looked at as a potential worthwhile export industry.

These are not, however, the wild rabbits, which before the systematic use of myxomatosis to wipe them out, created havoc on farmland and drastically reduced the number of stock which could be carried.

Breeding stock for the first angora rabbit farms cost NZ\$800. Now, stud animals are available for around NZ\$200. The industry, launched to produce angora fibre, is firmly established, although still in its infancy.

Efforts to establish South American llamas as a possible viable farm animal in New Zea-

land have been shelved, at least temporarily, because of the presence of foot-and-mouth disease in Chile.

Some pioneers were experimenting with breeding llamas, and last year, when interest was first aroused, the price for a breeding animal was NZ\$15,000. The attraction of llama farming is the high price offered in the US for the fibre.

Opposums, the Australian nocturnal large squirrel-like tree dweller, very unpopular with fruit farmers and tree lovers, because they destroy young plants and trees, is now being looked at seriously as a commercial fur and meat producer.

For many years, poisoning of opossums to keep down their numbers was widespread. Now efforts are being made to trap them alive for commercial production.

Their fur improves in captivity and is in dib demand in European fur markets. A good skin is worth between NZ\$30 and NZ\$40.

Several other exotic breeds and unusual animals are being looked at seriously as potentially profitable export earners, as the New Zealand farming industry and individual farmers seek to diversify into new crops and flocks.

One farmer in Taranaki, in the heart of the New Zealand dairy country, even has an ostrich farm. This perhaps highlights the fact that—unlike the ostrich—New Zealand farmers today do not have their heads in the sand, when faced with the need to extend their livestock operations away from the traditional sheep and cattle.

Dail Hayward

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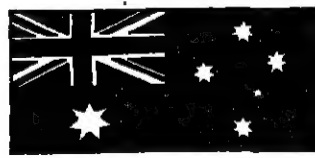
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## NEW ZEALAND 10

## Dairy industry exports

## Producers hit hard by low world prices

THE New Zealand dairy industry is gambling that international prices for dairy products will increase this coming year. This would happen if the European Community reduced its export subsidies.

New Zealand dairy leaders believe the arguments in favour of this are now so strong that the EC—which would itself benefit considerably from a lift in world prices—will take action to help bring it about.

The New Zealand board, which markets all New Zealand dairy production, has guaranteed NZ dairy farmers a price of NZ\$3.10 a kilo for milk. This is 25 cents a kilo more than returns from current world prices for dairy products. If prices do not rise, the board will have to borrow heavily to meet its commitments.

It says, however, it has no option. New Zealand dairy farmers—claimed to be the most efficient in the world—are struggling to stay in business.

Many farms, which are heavily in debt are expected to go under the hammer in forced sales this year. The industry's problems, created by low prices on world markets, falling production, high internal inflation and debt interest rates of between 22 and 30 per cent, have been aggravated by the cancelling of farm assistance schemes as part of the Labour Government's economic restructuring.

The average New Zealand dairy farmer milks 150 cows a day with help only from his wife and occasionally some casual labour. His net income from farming operations this year was between NZ\$10,000 and NZ\$15,000. This is barely enough to live on and is less than the minimum income, set by the government for a working family with one child.

The 150 cows milked each day at a one-man New Zealand dairy farm compares with the 50 cows milked on a British farm and 15-20 cows in France.

The arguments for reducing EC export subsidies, allowing world prices to rise, are strong. First, there is virtually a world shortage of all dairy products, except butter. New Zealand itself cut dairy production by 15 per cent last year and expects another 2 per cent drop this coming season which starts in July.

Milkfat production will be 300m kilos—down from 349m kilos last season. New Zealand can sell almost all the dairy products it can

produce—again with the exception of butter. The demand for cheese, milk powder, casein and other products are so great it has had problems meeting customer demand.

New Zealand has got rid of its butter stockpile. It partly achieved this with a sale of 60,000 tonnes to Brazil for a negligible return during the past year. It starts the new season with a shortfall between expected demand and supply of all other products.

The US is reported to have no dairy production available for export for at least 18 months. Canada has committed all its production and cannot increase exports.

The European Community has already moved to sell part of its butter stockpile to the Soviet Union and to cut back milk production. It has accepted that EC production should be in balance with demand and has created the machinery to bring this about. The only aspect on which EC officials and New Zealand differ, is the speed with which this balance will be achieved and the need for urgent cuts in EC dairy export subsidies.

New Zealand argues the EC could reduce its export subsidies immediately. These have not increased international consumption. No more dairy product is sold now as a result of low prices than four years ago.

New Zealand negotiators point to Japan as a typical example of how EC subsidies have kept the international commodity price down, but given no benefits to the consumer.

Four years ago, Japan paid US\$2,000 a tonne for cheese—today, despite inflation, it buys its cheese for only US\$1,200 a tonne, but the price to the Japanese consumer has not come down. Although Japan has restrictions on butter and cream imports there is no bar on cheese. However, the price is high and this affects consumer demand. The EC's subsidised export price has simply provided bigger profits for importers.

The New Zealand Dairy Board (NZDB) believes world market prices for dairy products could double without affecting consumption. If this was achieved dairy farmers everywhere—in Britain, France, Denmark, the other EC countries, Canada and the US as well as New Zealand would all benefit.

The world market for dairy

products is the equivalent of between 20m and 25m tonnes of milk. Of this New Zealand supplies 7m tonnes and its dairy industry is a vital part of the economy. If the dairy industry ceased to exist, or now collapsed because of the uneconomic world prices, the country itself would be in a serious economic plight.

The EC supplies between 50 to 60 per cent of the world dairy market and exports this at a highly subsidised price. New Zealand exports 85 per cent of its production, with no subsidies on its prices or costs.

In its constant efforts to maintain markets and develop new customers the New Zealand dairy industry has shown a singular willingness to produce a product tailored specifically to the needs of an individual customer. It now produces many hundreds of different products although many vary only slightly.

It recently established a new feta cheese factory to supply Iran with the type of cheese that country prefers. There has been a good demand from bakeries in many countries, for its butter sheets—huge flat sheets of butter only a half an inch thick rolled out like a housewife's pastry.

For 18 months it had a French cheese consultant in New Zealand working with its own technicians to perfect production on a range of French types of cheeses. These are now being successfully sold locally and will be exported to Australia.

One of its more enterprising successes has been to break into the cruise ship market in the US and Europe. It has established a subsidiary company in Fort Lauderdale, Florida, to support its aggressive marketing to luxury cruise ships sailing out of Florida, the Caribbean and the Pacific. This year sales of butter packed in special individual packets to these lines will reach 1,400 tonnes.

South America has become not only a major market but in some ways also a partner for the NZDB. This year, sales to South America will exceed 100,000 tonnes. Realising that many countries in South America are dependent on two-way trade, the NZDB is helping them develop markets in New Zealand so that they can in turn buy New Zealand dairy products.

Although by international standards the NZDB is a large production and marketing company in its own right it has

recently expanded to set up joint ventures or to buy into suitable concerns in other countries.

To boost its direct involvement in the market-place, the NZDB acquired all or a major interest in ten international companies last year. Five of these were in the US. They include Otto Roth, a major cheese importer with a \$65m turnover, and N. Dornier, another US cheese importer with a \$125m turnover.

The board merged these two companies which gives them 100,000 outlets, including supermarkets, which can market New Zealand cheese.

One of the board's big moves was to acquire Anagra, one of the largest agricultural-based companies in Chile. Operating in the Chilean domestic and export business for more than 100 years, Anagra, which also has shipping and wool interests, owns a controlling share in Soprole, one of Chile's three leading dairy companies.

Soprole's brand name is second only to Coca Cola in Chile. It has more than 25,000 retail outlets in its distribution system. These are now available to New Zealand dairy products. The move with Anagra was part of the NZDB's new philosophy to move downstream in its marketing.

The investment in Anagra cost New Zealand dairy farmers US\$30m, but the board is convinced the partnership will be a profitable one.

The NZDB has also moved into the export of live dairy cows. Earlier this year it bought a two-thirds interest in an animal export company which has been exporting live thoroughbred breeding cattle to South East Asia.

Now it has turned to South America. In late June, the world's largest-ever shipment of live thoroughbred dairy cattle left New Zealand for Venezuela. The young cows, every one of which was in calf, were carefully selected and bred from a Sahiwal-Friesian cross, a breed particularly suited for dairy production in tropical conditions.

For more than two decades the industry's marketing efforts have been under attack from advocates of agricultural trade protectionism erecting quota and barriers to keep New Zealand out.

This has changed for ever the traditional pattern of trade. Before the creation of EC bar-



New Zealand dairy farmers claim to be the most efficient in the world. Above: automatic milk bottle-filling at the Hutt Milk Corporation.

riers, New Zealand sold 75,000 tonnes of cheese to the UK alone. Today it is permitted to ship only 9,000 tonnes to the whole of the EC.

It is butter over which the biggest question mark hangs. Exports to Britain have been cut back every few years from the 165,000 tonnes in former years to the 74,500 tonnes now allowed under the EC quota. In the new year, this quota has to be renegotiated.

New Zealand's dairymen are convinced that British farmers—and those who advocate further cuts to New Zealand's sales of butter to the UK, do not fully understand the consequences of this suggestion. British farmers who think they would sell more in their home market would not say the New Zealand Dairy Board. New Zealand butter, banished from the shelves of British supermarkets, would be replaced by Danish or Irish butter.

Secondly, New Zealand would have to sell its butter some-

where else at whatever price it could get. The world butter market is extremely limited and susceptible to price movements. New Zealand's only alternative to the British market is to compete strongly against existing EC butter sales in other markets. Its success would be at the expense of EC butter which in turn would have to look even more to its home market. Therefore, any chance of British farmers winning a higher quota would be extremely slim, it is claimed.

New Zealand dairy industry leaders have been encouraged by recent Gatt talks in which agricultural protectionism came under attack and also by what appears to be a new willingness among EC countries to accept the advantages to all of lifting some of their export subsidies so that international dairy prices can find a more realistic higher level.

Don Hayward

## Meat industry

## Big shift in the market

UNTIL a few years ago, each one of the more than 30m lambs exported from New Zealand every year was shipped frozen, wrapped in muslin cloth and stacked like firewood in the holds of refrigerated ships.

Today, with the exception of those going to Middle East countries, more than half New Zealand export lamb is processed and packaged as catering and consumer cuts.

This is one result of the New Zealand meat industry moving towards a consumer-oriented market, rather than a commodity market.

The leg of lamb, formerly exported as part of a whole carcass and cut by Britain's high street butchers as the traditional Sunday joint for millions of British families, now leaves New Zealand processed in more than 20 different ways. They are produced bone in or bone out, rolled, stuffed or trimmed to a variety of sizes and shapes and to an exact weight specified by a particular customer.

Bernard Matthews, the British turkey producer, has helped the New Zealand meat industry to produce an oven-ready joint. They quickly became popular both in Britain and New Zealand, and for a period production could not keep up with demand. Now 3,000 cartons a week—the equivalent of 24,000 lambs—are coming out of the New Zealand processing factory.

The move towards greater processing and packaging of the carcass before it leaves New Zealand was accentuated by the growth of the supermarket trade. Whereas once the traditional butcher bought a whole carcass to cut in the back of his shop, now major buyers want a packaged, processed joint they can put straight into the meat counter.

This is one reason why fewer lamb carcasses are shipped to the UK, but there has been a big increase in the volume of meat processed in New Zealand before shipping.

Last year, a total 98,783 tonnes of New Zealand lamb went to Britain. This is just under a quarter of the total lamb production. This season this is expected to be around 404,000 tonnes.

New Zealand exports about 750,000 tonnes of meat to 90 different countries. About half

is lamb, making New Zealand the world's greatest lamb exporter. Another third is beef, or veal—the rest mutton and other meats. The Middle East continues to be a major market for New Zealand lamb. Iran will get 98,000 tonnes of this season's production—which ends in July—as well as 5,000 tonnes of allocated but not shipped last season. Two years ago, Iran insisted on an oil-for-meat barter deal, but this year is paying cash for its New Zealand lamb.

The New Zealand Meat Board did negotiate one barter deal last year—with Poland—exchanging lambs for general cargo containers. The containers were disposed of to a US container company on a part-outright, sale part-leaseback arrangement.

To help gain and hold the Middle East market, New Zealand has been careful to set up a specially approved Moslem slaughtering procedure, using Moslem slaughtermen with official religious observance, who thoroughly check New Zealand processing works to ensure the killing method complies with religious requirements. This includes an insistence that the slaughterman faces Mecca as the animal is killed.

This season New Zealand will process 35m lambs. Production will drop to 32m next season, as restructuring in the farming industry will see another decline in the national sheep flock. Economic factors are forcing many farmers to switch from meat production to other agricultural products. Several sheep farmers in the island have changed over to beef production.

The decline in the lamb crop started a few seasons ago and has produced a surplus of killing and processing capacity. The large meat-processing companies own several killing and freezing works in different parts of the country.

During the past two years, there have been several mergers and takeovers in the processing industry as companies began rationalising their production facilities.

Two giant meat works—which can process up to 10,000 lambs a day—were closed down permanently and another could not

Continued on page

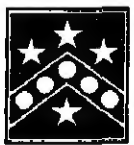
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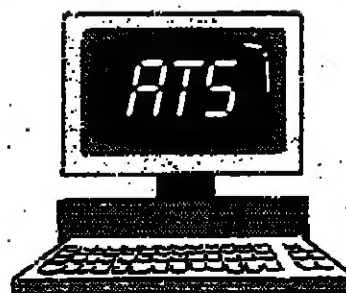
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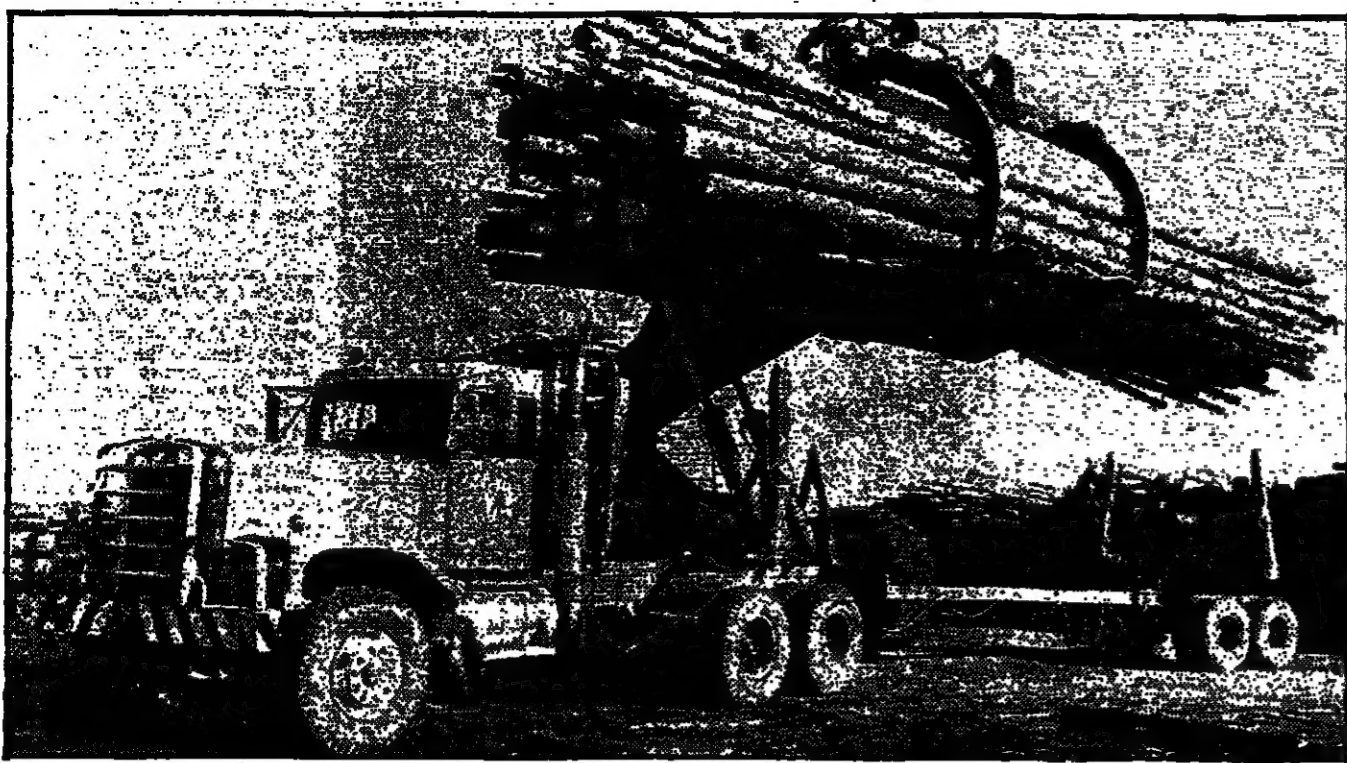
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New Zealand's forestry operations have seen traumatic and far-reaching changes

## Forest products

## New corporation leads change

NEW ZEALAND'S forest industries have become increasingly international either through the size of their global operations and their ownership or through links with large-scale forestry companies in Canada, US, Chile and Australia.

New Zealand Forest Products established 52 years ago and now the largest forest utilisation company in New Zealand, is a joint partner with Amcor of Australia in a new medium density fibre-board plant in Australia, due to be opened next year. It will be the largest in Australia.

Fletcher Challenge, now owns 96 per cent of Crown Forest of Canada, along with a controlling interest in British Columbia forest products and is involved in a joint venture ownership of a newsprint mill and forest in Chile.

FCL is now the world's second largest producer of both pulp and paper. Carter Holt has acquired a large forestry group in Chile and also has wide Australian interest. Nelson Pine Forests—which compared to the industry giants is a small joint venture between two local companies and a Japanese partner—last year opened a medium density fibre-board which has a guaranteed contract to ship one third of its output to Japan.

These developments and the attempted NZ\$1.5bn takeover of NZ Forest Products by Fletcher Challenge, which was fiercely resisted and finally abandoned earlier this year—kept public attention focused on the big privately-owned forestry companies.

It has been however, in the state-owned forestry operations in which the most traumatic and far-reaching changes have taken place. On April 1, the former state-owned forest service which had assets of NZ\$560m and owned more than half of the 1m hectares of commercial plantations in NZ, was split into three separate state-owned corporations. This is part of the Labour governments plan to make state enterprises more efficient, more commercially viable and operated on commercial principles, divorced from the restrictions of bureaucracy.

The new Forestry Corporation has taken over all the commercial activities including the logging, milling and sales of the former huge state-owned forests. Its assets including 1m hectares of growing trees and two large commercial sawmills.

Its planted forest of 600,000 hectares compares with the 155,000 hectares owned by NZ Forest Products and 110,000 hectares owned by Fletcher Challenge.

Despite the huge reduction in staff, including logging crews, production of felled timber has actually increased in the four months since the change-over. One reason is the incentive given to loggers and others involved in the extraction of timber to become self-employed.

Many loggers, who were formerly civil servants, jumped at the opportunity to form eight- and 10-men self-employed units, felling trees under contract. Most of the equipment they needed was bought on favourable terms from the old forest service.

Operations have also been decentralised. Instead of the huge head office structure there are now only a handful of senior management in the Wellington headquarters. Decision making has been passed down the line, with local managers responsible for their own operations and ultimately their own profitability. There is greater emphasis on marketing. Even sections within the corporation itself have to act competitively in dealing with each other, so that, for example, if the export division is negotiating a sale of logs to Japan it will have to negotiate with the supply company managers in competition with other potential customers. Previously forest service wood was sold by tender. In future it will be sold by negotiation between salesmen and customer.

The corporation has the facilities to mill only 10 per cent of the trees it produces. The rest is sold—much of it to NZ Forest Products and Fletcher Challenge's Tasman pulp and paper company for their giant newsprint mills.

The growth in demand for timber and timber products over the last few years has put a strain on the amount of NZ wood available for milling. Because of variations in the planting programme in the decades since 1926 when large-scale forest planting began, much of the forest milled over the past few years have been large, 50-year-old trees.

These are now rapidly coming to an end and 40-year-old trees are beginning to fall under the loggers' chainsaw. Soon trees coming out of New Zealand forests will be 30-years-old. This means the size of the log will be smaller.

However, the quantity lost will be offset by improved quality of the timber. The younger trees have benefited from intense pruning in their formative years. But the production of younger smaller logs will mean the new Forest Corporation must soon invest in new sawmills. The existing mills are not geared to handling smaller sized logs efficiently.

For some time NZFP has operated a 30 year felling programme. It has also carefully managed its logging to ensure that every year it cuts less than the annual growth of its forest so the volume of wood growing in the forest is never less at the end of a year than at the beginning.

NZFP foresters estimate the trees are increasing in weight by approximately 7,500 tonnes per day. This is the equivalent of an annual growth of about 2.5m cubic metres.

The intense planting programmes carried out since the 1950s means that NZ's supply problems will soon be a thing of the past. Production of NZ timber which last year was 10m cubic metres will double within the next five years. By the year 2001 it will have increased to 24m cubic metres. This means the new corporation—along with the other big forestry companies will have to find new customers for the extra production.

An increased world demand for more paper and packaging materials is expected to absorb some of this. At the same time some other countries which started large-scale forest planting after World War II will also be looking to dispose of its mature timber. This is the environment in which the new Forestry Corporation has to compete.

There is a new positive attitude from every single person involved. The energy that formerly went in to fighting bureaucracy is now going into performing efficiently, says Mr Kirkland. With its new emphasis on efficiency and profitability, and the realisation that profit is an essential ingredient of a successful operation, along with a modern marketing approach, the new NZ Forest Corporation is all set to make its mark in NZ's forestry development.

Dai Hayward

## Uncertainty for meat exporters

Continued from Page 10

open this season because the company could not obtain what it considered to be a satisfactory work agreement with the meat workers' union. This reflected a much more determined attitude on the part of meat companies in their bargaining procedures.

The closure of meat-processing plants has not been as rapid as some in the industry predicted. This was partly because of the resistance and social upheaval such closures create. The meat works is often the major or even the sole industrial employer in the community and the effect of a town's virtual entire work force suddenly becoming unemployed is traumatic, especially in New Zealand, which for more than 40 years was largely sheltered from such upheavals.

However, more processing plants will close or reduce their production capacity. But one bright spot this year was the opening of a smaller works specially designed to produce chilled meat for the growing chilled-meat market.

More than ever before, the New Zealand meat industry is conscious of the needs and requirements of its various

customers right down to retail level, and is making a determined effort to satisfy them. This is changing many of the traditional processing and farming methods.

Concerted efforts have been made to extend the growing and killing season to provide a longer continuity of supply—something not easy to achieve when dealing with a living, growing product.

Instead of allowing all ewes to give birth at the same time, and for the lambs to mature over a short period, farmers are trying to extend the breeding season by having different breeds of sheep in their flock. They allow only a number of their breeding ewes to mate each month, thus extending the lambing season over a much longer period.

This means the entrepreneurial exporters and big buyers can negotiate contracts and offer guaranteed prices and regular payments for definite quantities of consistent sized lambs delivered on a regular basis. They also provide payment in advance. This takes some of the uncertainty out of the farmers' financial operations.

This has been particularly important this year, when farmers' incomes have improved only marginally above the record low level of last year and

when many younger farmers, with high mortgage and interest payments face the real prospect of losing their farms because they cannot make the loan repayments.

The New Zealand meat industry is extremely concerned at the growing mood of protectionism in international meat markets. New Zealand operates a voluntary restraint quota system with the EEC, but this season, its total shipments to the EEC did not reach the permitted level.

Discussions on the EEC sheepmeat regulations are due next year but already some farmer groups in France and Britain are exerting political pressure to promote their own cause.

New Zealand sheep farmers believe their counterparts in the EEC and US do not fully appreciate the situation of New Zealand farmers who have no government subsidies to assist them to cope with their depressed incomes.

Recently, the New Zealand media contrasted the value of a British lamb, boosted by aid payments to well over NZ\$100 and a similar New Zealand lamb with no government subsidies valued only NZ\$30—including the value of the pelt.

The most urgent and serious problem facing the New Zealand meat industry at present is

in the US, where regular attempts are made to introduce protectionist legislation to control or reduce New Zealand lamb imports.

A recommendation to impose a lamb quota was recently tacked onto a trade bill and the Meat Board has been devoting considerable energy to counter this in Washington and with American sheep interests.

American domestic sheep flocks have fallen from 30m to 11m over the past ten years. There are many factors for this. Sheep farmers' sons do not want to follow their family's farming traditions and have no desire to spend years of their lives herding sheep; there is a shortage of the Mexican and Basque sheep herders who were a mainstay of US sheep-raising methods.

There is also a shortage of shearers in America. New Zealand shearers, with their fast style enabling a good shearer to shear more than 300 sheep a day, are now spending part of the season in the sheep-grazing states.

Those wanting to restrict imports claim New Zealand lamb sales have contributed to the decline but the New Zealand meat industry says this is not so—New Zealand is simply being used as a scapegoat.

Dai Hayward

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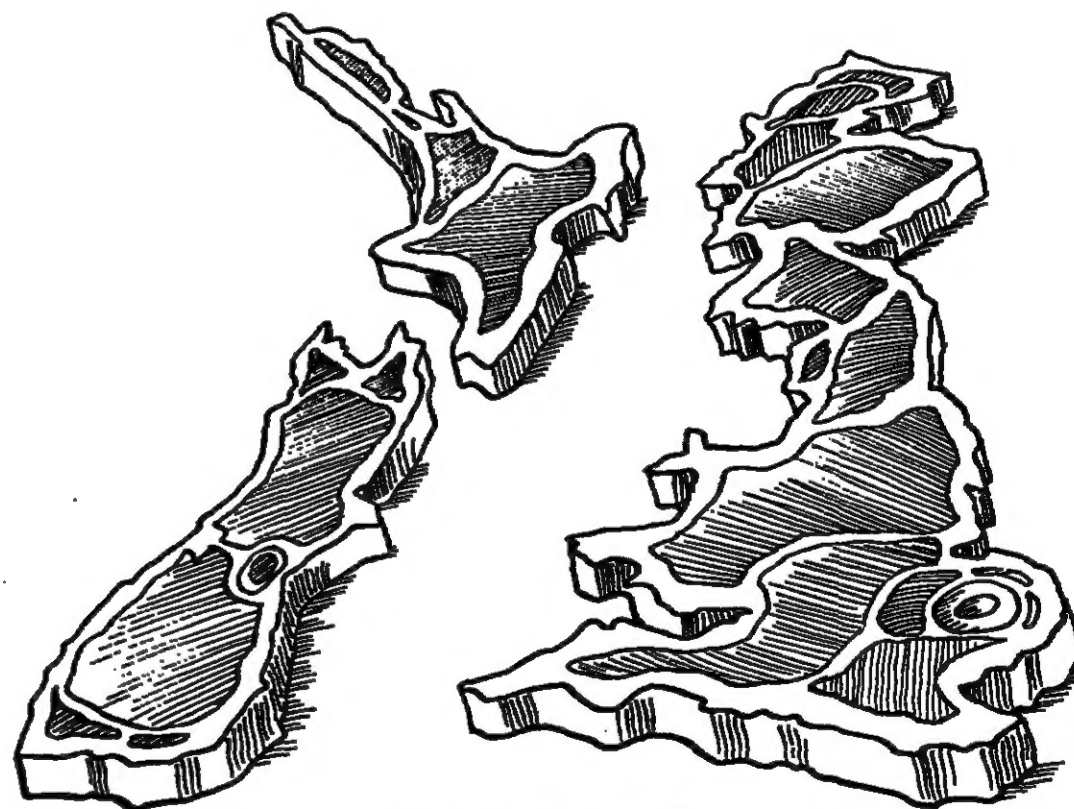
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JOINT  
VENTURE

British trading skills are being blended with New Zealand marketing strength to boost sales of New Zealand lamb within the UK.

New Zealand's Primary Producers Co-operative Society (PPCS) has linked with British meat processing specialists Brooks of Norwich to jointly promote New Zealand lamb to the British retailing market.

As New Zealand's largest Farmers Co-operative, with more than 11,000 farmer members, PPCS can guarantee delivery to the UK of quality carcasses while Brooks' modern plant can swiftly and economically process frozen and chilled lamb to the specific requirements of UK retailers and caterers.

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Norwich, NR9 3NP. Tel: 0603 810137.



## NEW ZEALAND 12

## Horticulture

## Research bears juicy fruits

A FEW years ago a small apple tree, grown from a wind-blown seed sprang up on the edge of a commercial orchard near Nelson in New Zealand's major apple growing area.

The tree did not interfere with orchard operations so owner, John Williams, left it to develop and bear fruit.

He was impressed by the almost perfect shape of the apples it produced and he was even more impressed by the sweet juicy taste.

He carefully harvested the fruit, planted the seeds and with the help of NZ's horticultural research facilities and the apple and pear board, developed a new variety of apple.

Described by horticultural officials as a freak of nature this is now New Zealand's most valuable export apple, poised to have huge demand, especially in Europe.

Named the Braeburn it is already in big demand in Scandinavia where retailers and customers are happy to pay very high prices for it.

Because quantities are still limited it is still relatively unknown in other markets but this will quickly change.

This season NZ orchards are growing 50 per cent more Braeburns than last year, and production will rise rapidly.

Nurseries are not able to produce enough young trees for all the orchardists wanting to plant the new type of apple which is unique to New Zealand.

Not only does the shape look attractive to customers, it has a sweet juicy flavour which appeals to the European taste.

Although the Braeburn originally grew by chance it is indicative of the efforts the NZ apple and pear industry makes to stay ahead of competitors in customer appeal.

It devotes much time and money to research, not only into new types of fruit, but to improved keeping qualities through temperature control and new cool store techniques, transport methods and packaging.

The apple and pear board claims NZ is seven or eight years ahead of other world producers in developing new varieties of fruit.

It has to keep ahead to overcome the particular problems, including its longer distance from markets, higher cost of production than most competitors, problems of access, over-production in some countries

which not only reduces the quality but also the price of fruit, and for the past ten years, much higher inflation than in any competitive country.

Another of the fruits—literally—of its research and crop development is the introduction this year of the red pear.

When NZ Prime Minister David Lange was presented with one of the first of the deep wine coloured pears, he thought it was an artificial fruit.

Assured it was genuine he took a very tentative bite then consumed the rest with obvious enjoyment.

The apple and pear board was established in 1948 to acquire and market all apples and pears grown in New Zealand—for both export and domestic consumption.

It is owned and controlled by growers themselves although, as a statutory body, it is finally responsible to the minister of agriculture.

Growers say it is the tight board control kept over quality, packing, transport, shipping, marketing, promotion and sales which makes NZ's pip-fruit industry successful in an intensely competitive world market.

The board's sales this season will be NZ\$550m with \$300m coming from exports.

It will export 9.3m cartons during the current season—up from 8.75m cartons last year.

Two thirds of the exports will go to Europe although—with an eye to creating markets for future expanded production—NZ salesmen are also active in many other countries.

Recent successes in China is one example of this policy of preparing for the future. Selling fresh fruit to China is fraught with problems—not the least of which is the lack of suitable cool storage space and foreign exchange.

Last season NZ became the only southern hemisphere country allowed to ship apples into China. It sold 35,000 cartons, mainly in southern areas close to sea ports and it hopes to send more this year during the off season when locally grown apples are not available.

Marketing emphasis is placed on the high quality of NZ fruit. Consumer checks have shown that, with Chinese parents only allowed one child, the health of that child is of prime concern to parents. Chinese mothers are prepared to pay for top quality food for their off spring and fruit is regarded as a healthy food.

New Zealand is fortunate that it does not have the fruit pests or diseases which are common in many other producing countries so NZ growers do not need to spray their crops with the chemicals needed to keep these pests at bay.

Plans to ship large quantities of Queensland tomatoes to NZ a few years ago brought an immediate outcry—from the public as well as growers alarmed that the tomatoes would also bring the Queensland fruit fly.

The arrival of this, or other pests such as the med fly would be a disaster for NZ fruit exports. New Zealand would lose its enviable reputation for being free of fruit fly and would certainly find it more difficult to sell its products in many markets.

Ever since the phenomenal success of the kiwi fruit which made millionaires out of some of the early participants and which is the best known NZ product in some countries, including Japan, there have been extensive efforts to find another fruit to repeat this success.

Horticulturalists, however, say there won't be another kiwi fruit "at least in our lifetime."

It was, they say, the fruit of the twentieth century. It was the first since the banana 100 years ago to have such an impact on world fruit tastes and consumption, and before the banana the nearest equivalent was Sir Walter Raleigh's potato.

However, although the gold-rush type of boom has gone out of NZ's kiwifruit industry it has settled down to become a very important crop. Last year NZ shipped 28 million trays of kiwifruit around the world. This year it will export more than 40 million trays. They will earn between NZ\$400m and NZ\$500m.

Kiwifruit and apples which between them will earn \$800m provide 80 per cent of NZ's horticultural exports.

Next year NZ will have about 60m trays of kiwifruit to sell and will meet much greater competition from other countries which have now developed their own kiwifruit orchards. Chile, Australia and South Africa will be exporting big crops of kiwifruit while California and Japan, both important markets for NZ, will be growing a large part of their own requirements.

The increased supply has meant that kiwifruit is no longer reaching only a luxury market. The kiwifruit was a unique NZ

horticultural success story and NZ is determined to maintain its leading place in world markets. Even million by 1990 it is estimated NZ kiwifruit production will still be half of the world's total.

Agriculture minister, Mr Colin Moyle has predicted NZ's horticultural exports will be worth more than \$1bn by 1990. There seems every likelihood this will be achieved, despite the problems NZ has building up substantial markets for many of its perishable horticultural products.

The distance these have to travel will also be a disadvantage. Despite this, there are now 45 different horticultural products earning more than NZ\$1m—a worthwhile contribution of NZ billion's export income.

A decade or so ago exports of NZ flowers were worth about \$20,000. This year NZ flower sales around the world will earn \$15m—up from \$10m last year.

NZ growers have an advantage in that they can supply out of season blooms, including orchids to Japan and roses to Canada.

Another NZ success story is the nashi pear, originally a native of Japan. This has flourished in NZ's climate. Last year growers produced 9,000 trays. This season they will pack 50,000.

For the UK, European and North American markets, the nashi is still largely unknown, although British consumers have rapidly taken to the fruit.

About 35 per cent of this year's harvest will finish up in British fruit shops.

To introduce the big yellow pears NZ exporters are organising demonstrations and tastings in the large supermarkets and fruit stores in Europe and the US.

They believe this is the fastest and best value-for-money way of getting the fruit known to consumers. During the past 5 to 10 years there has been a much greater awareness of the potential of horticulture as an export industry in New Zealand. The kiwi fruit success focused the spotlight on horticulture but since then practically every fruit, berry and vegetable has been considered as a possible export product.

Most—apart from the handful of major crops—are sent to overseas markets in relatively small shipments.

Dei Hayward

MILJO BRAJKOVICH arrived in New Zealand from his native Yugoslavia in 1903 to dig for kauri gum—the much prized amber-like resin of the kauri trees which had fallen to earth over hundreds of years. A few years later he went home to his native village to find a horde and after his elder children were born returned to New Zealand, bought one acre of land on which he planted grapes and proceeded to make wine.

Today wines from that San Marino Winery, now covering 80 acres, and run by son Mate, are available in exclusive Paris restaurants, through English and Scottish wine agents and hold a respected place among New Zealand wines.

The winery is one of a score of medium-sized wine producers, established by Dalmatian immigrants 50 or 80 years ago and which are still run by their descendants. Dalmatian names such as Brajkovich are common in the New Zealand wine industry.

Grandson Michael, who graduated with honours from Roseworthy College, Australia, and who is regarded as an internationally skilled wine-maker, has been invited to spend a season in Portugal to help improve the quality of some of the Portuguese vineyards.

This reflects the development and high quality of New Zealand wines today, which have come a long way since the 1950s when they were the butt of British TV satirical programmes.

The New Zealand wine industry is now poised for a major advance into the British market. Buoyed by the invitation for New Zealand to be the featured national at the 1988 London Wine Trade Fair, New Zealand wine makers will send close to 1m litres of wine to Britain next year. This is a 50 per cent jump over the 300,000 litres, valued at NZ\$1.5m, sold to British wine drinkers in the current year, ending June 30.

Wine-making arrived in New Zealand along with the very first missionaries in the 1830s, but it has taken almost 140 years to fulfil a prophecy made by the famous French explorer navigator, Dumont D'Urville, who wrote: "I was given a light white wine, very sparkling and delicious. I have no doubt that vines will be planted extensively all over these islands and very soon New Zealand wine may be exported to English possessions."

However, New Zealanders were not—and by a large margin—are still not wine-drinkers—they prefer beer.

Twenty five years ago they drank only two litres of wine per head. Today, they consume 15 litres per capita. The experience of New Zealand soldiers during World War Two and the increased travel opportunities for thousands of New Zealanders in recent years, broadened their knowledge and appreciation of good wine.

Along with this changing pattern and taste has come a



Champagne being bottled at the Montana Winery plant at Glen Innes, Auckland

## Wine

## Winning ways attest to quality

demand for better quality wines.

New Zealand already possessed some of the main requirements for good wine growing—the right climate, suitable soils and the necessary sunshine.

In wine production terms, New Zealand is rated as a cool climate. Its wines have the typical cool climate characteristics of lightness of style and lower alcohol but with greater intensity of fruit and variety.

The southern latitudes of New Zealand correspond to the European region, which stretches from the Rhine to Spain, but New Zealand vineyards are always close to the sea and benefit from the cooling breeze.

French grape varieties introduced into New Zealand, particularly the Sauvignon Blanc and Chardonnay, not only flourish but the fruit produces a flavour seldom achieved in longer-established countries.

The quality of New Zealand wines has steadily improved over the past 15 years and international wine experts compare them favourably—and in many cases—better than French or Australian wines. New Zealand producers began applying German wine-making techniques.

When the use of stainless steel fermentation tanks was introduced they immediately had an advantage with the long-term experience and technical expertise available in the New Zealand dairy industry which

had been using stainless steel tanks for years. This also meant stainless steel tanks are cheaper in New Zealand.

Stainless steel tanks are said to be ideal for the fermentation process because the contents cannot absorb anything from the metal to affect the flavour, colour or taste of the wine.

San Marino, which still picks its grapes by hand because it believes that "something of the quality is lost by mechanical picking", installed its first stainless steel fermentation tank in 1984.

It does however import 225-litre, once-used wooden barrels from France in order to "age" its vintage.

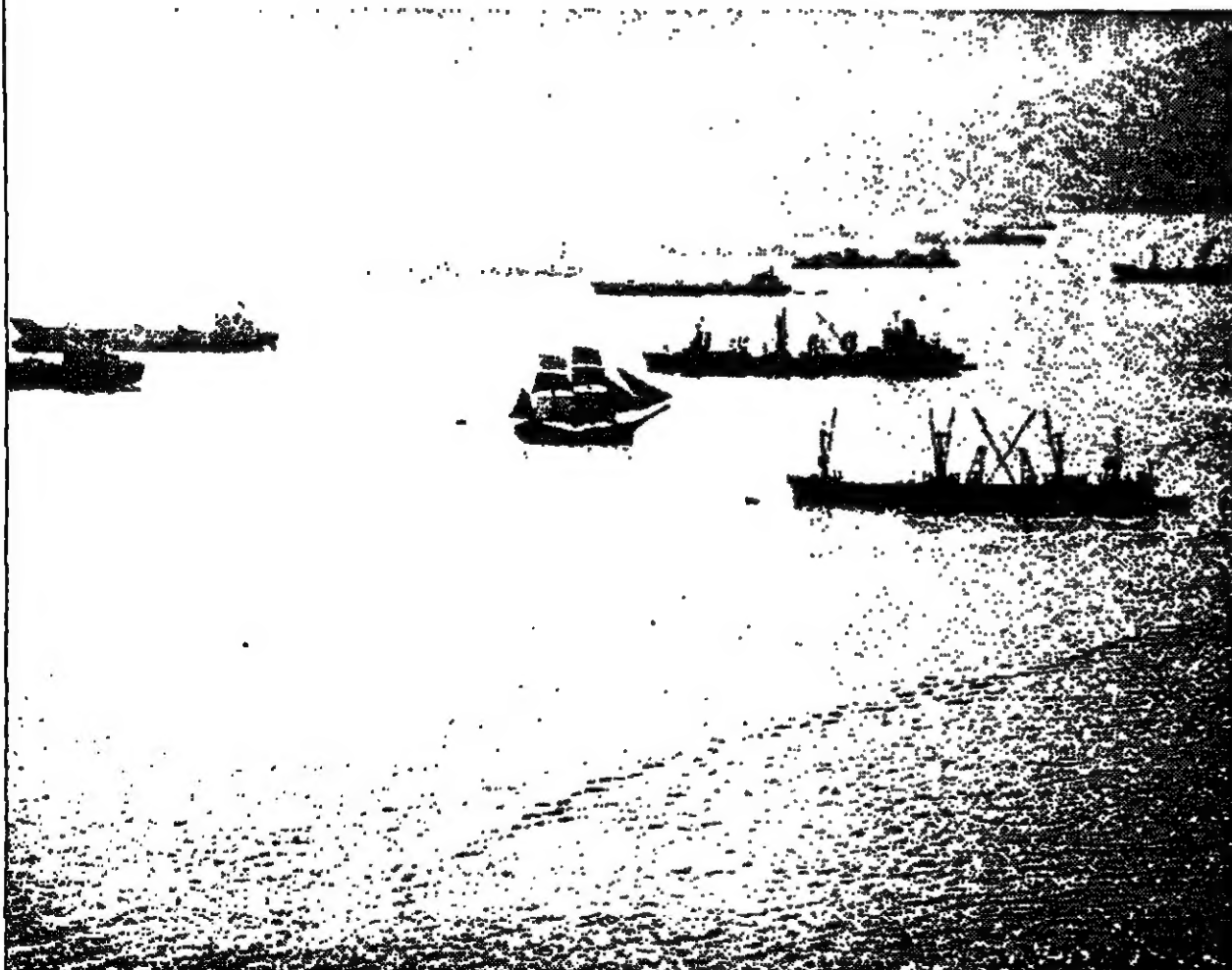
In 1985, the New Zealand wine industry following a bountiful harvest faced something of a crisis with over production of cheaper quality wines flooding the market. The resulting price war created financial problems for wine makers but did help increase the popularity of wine drinking.

To help the industry the Government paid growers 28.175 for every hectare of living vines pulled out of the ground. To earn the subsidy growers had to pull a minimum of 1,200 hectares.

The "vine pull" scheme as it became known, temporarily slowed down the increase in production from an expected 86,000 tonnes of grapes to 61,000 tonnes. Wine production was cut back to 47m litres.

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# NZI

## A SPECIAL MESSAGE TO OUR INVESTORS AND CUSTOMERS

### CONGRATULATIONS AND THANKS FOR HELPING OUR COMPANY TO GROW

#### FINANCIAL HIGHLIGHTS FOR YEAR ENDED 31 MARCH 1987

	1987 NZ\$	1986 NZ\$
Total Revenue	2,017 million	1,305 million
Total Earnings	145 million	85 million
Earnings per Share	23.5 cents	21.3 cents
Dividends per Share	10.5 cents	9.0 cents
Shareholders' Funds	756 million	495 million
Total Assets	6,225 million	5,700 million

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